Faculty-Staff

HANDBOOK

(Revised 1969)

OAKWOOD COLLEGE

PLAN OF ORGANIZATION AND WORKING POLICY

OAKWOOD COLLEGE
Huntsville, Alabama

J. Lewis

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I. AN OVERVIEW: INTRODUCTION INCORPORATION, PHILOSOPHY, AND OBJECTIVES

INTRODUCTION

The 1969 revision of the Oakwood College Working Policy and Staff Handbook focuses attention on the organization policy of the school. Special emphasis has been placed on personnel duties, relations, and privileges. Ample discussion and study have been given to clarify problems involved.

To provide a clear-cut basis for action, to guide Oakwood College staff members, to serve as an orientation medium for new faculty members, and to outline the working policies of the College, this book is presented by authorization of the Board of Trustees and with the approval of the Oakwood College faculty.

MOTTO

"A Guiding Light to a Life of Service"

ARTICLE VI – TRUSTEES

Section 1. (a) The constituency shall elect a Board of Directors or Trustees to govern said institution, which Board shall be composed of not less than nineteen nor more than *thirty-five* members whose term of office shall be for four years, and who shall hold office until their successors shall have been duly *elected and appear to enter upon their duties.*

(b) *The Board of Trustees after its election is empowered to appoint other persons who may not be members of the constituency, not to exceed five in number, to serve as members of the Board of Trustees, it being understood that the total number of Trustees should not exceed thirty-five members.*

Section 2. The Trustees shall have the ordering of the affairs of this corporation, and the management and disposal of its property as hereinafter specified, and the execution of all trusts confided to it.

Section 3. The Trustees shall elect a president, a secretary, and a treasurer, who *shall serve for a four-year term.* The *officers* shall be *elected from the members* of the Board of Trustees.

Section 4. *The Trustees shall elect a president of the College, a business manager, a treasurer, and such other officers as may be deemed necessary and a faculty.*

Section 5. The Trustees shall have the books of the corporation audited annually by an auditor appointed by the Executive Committee of the General Conference of Seventh-day Adventists, submitting a *report to the Board annually and to the constituency* of this corporation *quadrennially*, or at such times as may be required by the Board of Trustees.

Section 6. *The Board of Trustees shall have power to fill any vacancy occurring in their membership during the quadrennial term.*

Section 7. A quorum to do business shall consist of not less than a majority of the Trustees.

ARTICLE VII–DUTIES OF OFFICERS

The duties of the officers of this corporation shall be such as usually pertain to such officers respectively, and such other duties as the Board of Trustees may prescribe. The president and either the secretary or the treasurer shall, in behalf of said corporation, sign all deeds, mortgages, power of attorney, annuities, notes, agreements, or other instruments in writing of similar character and import as may be authorized by the Board of Trustees.

ARTICLE VIII – SEAL

The seal of this corporation shall consist of an ordinary sized circular impression, with the words "OAKWOOD COLLEGE," in an outer circle enclosing the word "SEAL."

ARTICLE IX – MEETINGS

Section 1. The *quadrennial* meeting of the members of the constituency of this corporation shall be held at *such time and place as the Board of Trustees* shall designate. Notice of said quadrennial meeting of the members of the constituency of the corporation shall be published at least twice prior to the time of the meeting in the *Advent Review and Sabbath Herald*, a weekly denominational paper published at Washington, D. C. Notice of special meetings of the constituency of said corporation shall be given by written notice by the president or secretary and mailed to the members at their last known addresses at least one week prior to such meetings.

Section 2. The Trustees of said corporation are always in session, no adjournment ever taking place, and may hold meetings at any time *and place* when a quorum is present; provided, however, that the president or some one designated by him in writing and recorded in the minutes, shall be present at such meetings and act as chairman; and provided, further, that no action of the Board of Trustees shall be valid unless supported by a vote of at least *fifteen* members of the Board of Trustees present and voting. The Board of Trustees may hold its meetings outside the State of Alabama.

Section 3. Each voter, whether a member or trustee, shall have one vote and only one on any question.

ARTICLE X – AMENDMENTS

Section 1. These Bylaws may be amended by two-thirds vote of members of the corporation at any regular meeting of said corporation when the proposed amendment does not conflict with the Articles of Incorporation.

Section 2. When it is proposed to change the Bylaws at any special meeting of the constituency, the nature of the proposed amendment shall be stated in the notice of call for the meeting. A two-thirds vote of those present and voting shall be required, and the proposed amendment must be in harmony with the Articles of Incorporation.

ARTICLE XI – DISSOLUTION

If at any time this corporation shall be dissolved or should it otherwise cease to exist, the title to all its property and effects shall at once vest in such legal body as has been or may be organized. The president of the Board of Trustees last in authority is authorized and empowered and directed in the name of this corporation to take such steps and make conveyance of such title by such instrument of writing as may be appropriate and necessary.

PHILOSOPHY AND OBJECTIVES

Oakwood College is a coeducational Christian school maintained by the Seventh-day Adventist Church and operated as a training school for higher education. As a liberal arts college, Oakwood emphasizes the intellectual activity of the student and includes the divisions of Applied Sciences, Behavioral Sciences, Education, Humanities, Natural Sciences and Mathematics, Religion and Theology, and Social Sciences.

As a Christian liberal arts college Oakwood College directs its effort to the "proper development of character, that the individual may be fitted rightly to discharge the duties of the present life, and to enter at last upon future, immortal life."

Therefore the curriculum of Oakwood College must be geared to the development of a complete integrated personality which connotes physical, social, and moral soundness.

Oakwood College builds the offerings around the philosophy that "true education means more than the pursual of a certain course of study. It means more than the preparation for the life that now is. It has to do with the whole being . . . It is the harmonious development of the physical, the mental, and the spiritual powers. It prepares the student for the joy of service in this world, and for the higher joy of wider service in the world to come."–*Education,* p. 13

OBJECTIVES

In harmony with this philosophy of education, the administration and faculty of Oakwood College have defined its objectives as follows:

SPIRITUAL:

The divine purpose for man's development is to reflect fully the long-lost image of Divinity. To achieve this object, the student must receive a training that places the proper emphasis on strength of character, nobility of ambition, keenness of perception, and sound judgment. Thus the student is led to a happy solution of the great problem of life and destiny, and is inspired to a life of love, purity, and service to God and man.

INTELLECTUAL:

Consonant with the divine plan of education, the College purposes to develop within its students certain attitudes and abilities conducive to independent and creative thinking; to further acquaint them with the basic facts and principles of the major fields of knowledge, together with a more intensive concentration in one or more of these fields. The College seeks further to help the student develop competence and effectiveness in writing and speaking the English language; to encourage an unbiased attitude on controversial issues; and to motivate within the student a persistent and continuing intellectual curiosity.

SOCIAL:

As an integral part of the total development of the student, the College endeavors to develop in its youth desirable personalities, refined tastes, and correct usage of social graces which will prepare them for participation in social and recreational activities.

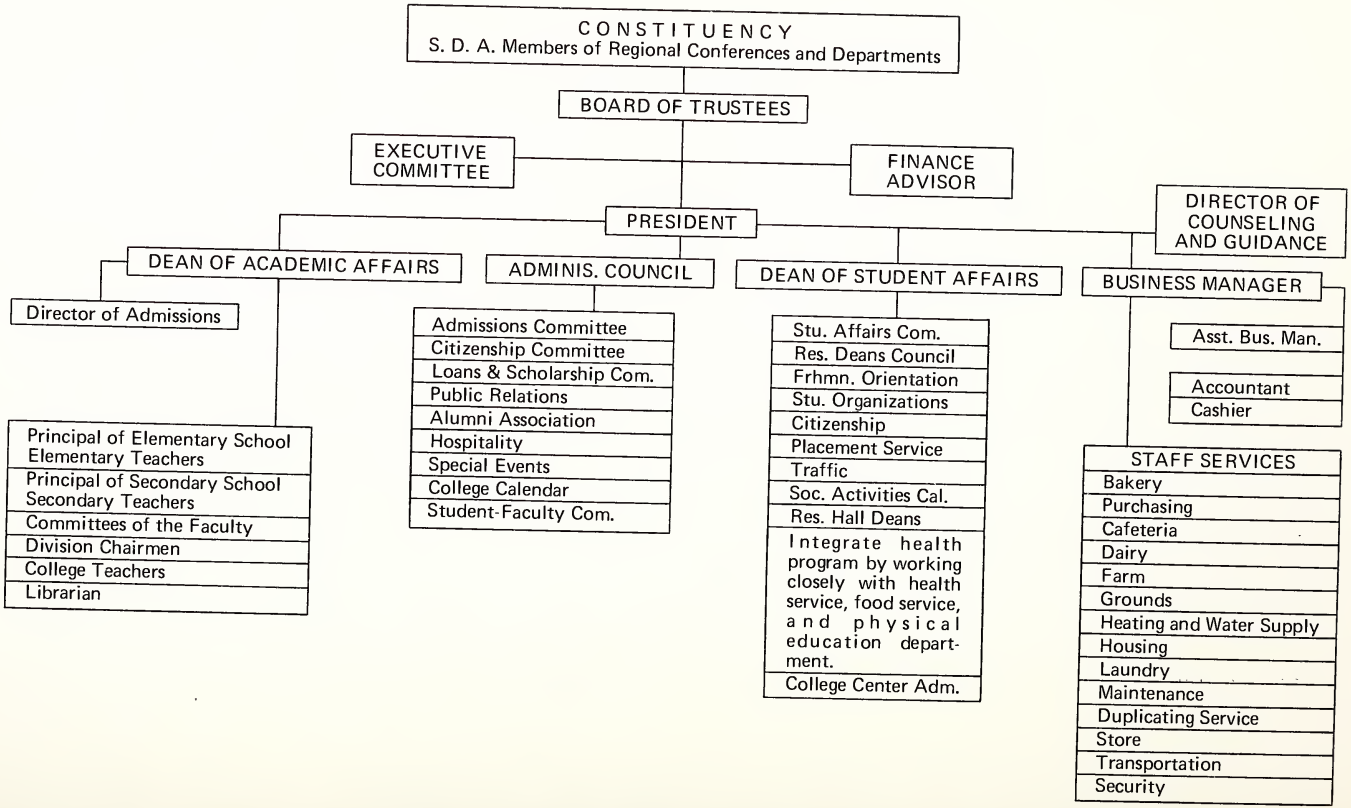
PHYSICAL:

The physical education program of the College attempts to give each student an intelligent understanding of the standards which govern the function and care of the body. It seeks also to establish in the student a consistency in the observance of habits and practices which engender a maximum physical vitality and health. Emphasis is placed on the proper use of leisure time, either through some activity worthy of physical development or in some physical education enterprise given under supervision.

VOCATIONAL:

Oakwood College endeavors to teach its students the dignity of labor, to train them in practical work which will enable them to cope with life situations, to impart skill and knowledge in certain vocations best suited to the student's interest and aptitudes, and to offer professional and pre-professional courses which will aid the students in their choice of a vocation.

II. ORGANIZATION


CONSTITUENCY
S. D. A. Members of Regional Conferences and Departments
BOARD OF TRUSTEES
EXECUTIVE COMMITTEE
FINANCE ADVISOR
PRESIDENT
DIRECTOR OF COUNSELING AND GUIDANCE
DEAN OF ACADEMIC AFFAIRS
ADMINIS. COUNCIL
DEAN OF STUDENT AFFAIRS
BUSINESS MANAGER
Director of Admissions
Principal of Elementary School
Elementary Teachers
Principal of Secondary School
Secondary Teachers
Committees of the Faculty
Division Chairmen
College Teachers
Librarian
Admissions Committee
Citizenship Committee
Loans & Scholarship Com.
Public Relations
Alumni Association
Hospitality
Special Events
College Calendar
Student-Faculty Com.
Stu. Affairs Com.
Res. Deans Council
Frhmn. Orientation
Stu. Organizations
Citizenship
Placement Service
Traffic
Soc. Activities Cal.
Res. Hall Deans
Integrate health program by working closely with health service, food service, and physical education department.
College Center Adm.
Asst. Bus. Man.
Accountant
Cashier
STAFF SERVICES
Bakery
Purchasing
Cafeteria
Dairy
Farm
Grounds
Heating and Water Supply
Housing
Laundry
Maintenance
Duplicating Service
Store
Transportation
Security

ORGANIZATION

The Board of Trustees

Oakwood College is incorporated under the laws of the State of Alabama. The Articles of Incorporation currently in force became effective on April 15, 1944.

Membership

The qualifications for membership and the manner of electing members are described in the bylaws of the Articles of Incorporation of the College.

Vacancies shall be filled by appointment by the Board of Trustees. For that purpose, a majority of the remaining members shall constitute a quorum.

Each board member shall hold office until his successor is elected and appears to enter upon his duties.

Officers

The officers of the Board are the chairman, vice-chairman, and secretary, who is the President of the College.

Responsibilities and Functions

1. To elect by ballot or acclamation, and from their own number a chairman of the board and such other board officers as may be prescribed in the bylaws of the Articles of Incorporation.
2. To outline the policies of the corporation which are to govern the faculty in prescribing the course of study and discipline to be observed in the College.
3. To select a president, dean of instruction, business officers, members of the teaching staff, (including department and division heads), and such other employees of the institution as they shall deem necessary, and to determine the period of service and the duties of each, and the rate of compensation within the denominational wage scale to be paid to each person employed.
4. To grant such diplomas, degrees, and honors as are usually granted by similar institutions of learning in the United States, and in testimony thereof, to give suitable certificates under the seal of the corporation and the signature of such officers of the institution as they shall deem proper.
5. To appoint an executive board to be chosen from their own number to exercise in the interim between meetings of the major board such power as the latter may delegate, which are to be exercised in harmony with the policies of the general board.
6. To approve policies concerning the raising of funds for the operation and extension of the College plant.
7. To establish policies concerning the management of buildings and grounds.
8. To approve the annual operating budget, the building budget, and

the equipment budget and to require regular and reliable auditing of financial accounts.

9. To provide for plant improvement and expansion.
10. Upon recommendation of the president of the College, to assign academic rank to members of the teaching staff and to appoint the chairmen of the departments or divisions of instruction.
11. To receive and hold by purchase, gift, devise, bequest, or grant, real or personal property for purposes specified or for the benefit of the College.
12. Upon the death, or other vacancy in the office, or expiration of the term of any trustee, to elect another in his place who shall hold office for the time and under the conditions prescribed in the bylaws of the Articles of Incorporation of the College.

Responsibilities and Duties of the Chairman of the Board

1. To promote, in cooperation with the Administration, a wholesome relationship among the various publics which the institution serves.
2. To scrutinize carefully the College plant, its upkeep, its adequacy and its contribution to the morale of the student body and faculty.
3. To keep in mind always the individual student—the most important person in the College.

Committees

1. The committees of the board are the Executive Committee, the Financial Committee, the Industrial Expansion Committee, the Nominating Committee, and other committees as may be appointed from time to time.

EXECUTIVE COMMITTEE OF THE BOARD

1. To act for the Board when specific authorization has been delegated to it.
2. To act in minor matters for the Board when it is not possible or practicable to call a meeting of the Board for the transaction of necessary business.
3. To act in an advisory capacity to the President of the College.
4. To receive and study the monthly operating statements of the College.
5. To advise the president regarding matters of finance.
6. To receive the president's recommendations concerning the annual operating and improvement budgets, and after study, to pass the budgets with recommendation on to the Board.
7. To receive reports from and confer with the president concerning development, including locating and constructing new buildings, major alterations and repairs in the physical plant, and to act in an advisory capacity to the president concerning his presentation of these recommendations to the Board.
8. To act in an advisory capacity to the president concerning

policies to be recommended to the Board with reference to management of College buildings and grounds.

9. To draw up and keep up-to-date a long range building and improvement plan for the College.

THE ADMINISTRATIVE OFFICERS OF THE COLLEGE

The administrative officers of the College shall be as follows: the President, the Dean of Academic Affairs, the Dean of Student Affairs, the Business Manager, the Director of Admissions and Records, the Residence Deans, the Librarian, the Principal of Oakwood Academy, the Director of Health Service, and the College Chaplain.

GENERAL ADMINISTRATIVE PROCEDURES FOR CHIEF OFFICERS

President

The President is the principal executive officer and is held responsible by the Board of Trustees for the administration of the College. He is subject to the control of the Board of Trustees. Authority and responsibility may be delegated by him to other officers of the College. Appointments, matters of College policy, and the annual budgets are submitted by the President to the Board of Trustees for consideration. The President represents the College to the public.

Dean of Academic Affairs

The Dean of Academic Affairs has been delegated the responsibility of the instruction and research activities of the College. The development of the curriculum and the coordination of the various divisions and their programs are under his direction.

The following officers report directly to the Dean of Academic Affairs:

The Director of Admissions
Chairmen of the Divisions of the College
Heads of the Departments of the College
Principal of Secondary School
Principal of Elementary School
The Librarian

Dean of Student Affairs

The Dean of Student Affairs has overall responsibility for those organized student and educational services not directly related to classroom instruction. This includes the counseling, and general conduct of students; the support and development of co-curricular activities; the supervision of student organizations and groups; and the coordination of the residence halls, food services, and health services.

The following officers report directly to the Dean of Student Affairs:

Deans of Men
Deans of Women
Director of Counseling and Guidance
Director of Student Health Service
Director of Testing

The Business Manager

The Business Manager has been delegated the responsibility for the maintenance and protection of all buildings and grounds; the purchasing, warehousing, and distribution of supplies and equipment; maintenance of fiscal and budgeting procedures; the operation of college industries; and the operation of all auxiliary services such as housing, food, duplicating, and transportation.

The following officers report directly to the Business Manager:

Chief Accountant
Director of Food Services
Director of Student Finances
Superintendent of the Bakery
Superintendent of the Physical Plant
Superintendent of the Laundry
Superintendent of the Farm and Dairy

THE PRESIDENT OF THE COLLEGE

The president of the college shall be the chief administrative officer of the college and the executive secretary of the Board of Trustees. His responsibilities and duties are as follows:

General

1. To maintain harmony and unity of purpose among the members of the teaching and administrative staff, the Board of Trustees, and the constituency of the college.
2. To represent the institution as its official spokesman to the constituency, to educational groups, to accrediting bodies, and to the public in general.
3. To prepare or have prepared the necessary reports concerning the college and to present these reports to the Board, to the constituency, and to the accrediting agencies.
4. To promote the college whenever possible in the field.

In Relation to the College

1. To make a thorough inspection of the college, both buildings and equipment, especially noting things needed for the proper operation of a Seventh-day Adventist institution, in harmony with the high standards set by the denomination.
2. To plan in collaboration with the business manager for major repairs or alterations of the buildings
3. To receive gifts, bequests, and grants in the name of and for the benefit of the college.
4. To assume responsibility for assembly and vesper services, weeks

of prayer, and the promotion of the religious life of faculty members and students.
5. To arrange for commencement exercises and other academic convocations.
6. To plan the academic calendar for faculty approval.
7. To serve as chief disciplinary officer of the college.
8. To assist in raising funds for the support of the college.
9. To coordinate the public relations and promotion program of the college.
10. To review publicity material prior to its release.
11. To consult with the Administrative Council on matters pertaining to the administration of the college.

In Relation to the Board

1. To become acquainted with the members of the board that have chosen him as president of the institution.
2. To be custodian of all minutes and papers of the Board of Trustees.
3. To act as the executive officer, responsible to the Board of Trustees, charged with putting into effect, through the proper agencies and officers, its policies and regulations in all departments of the college.
4. To present to the board the needs of the institution and to direct in the preparation of plans for new buildings with necessary equipment installations that may be authorized and other capital improvements as may be required.
5. To make recommendation to the Board on all matters pertaining to advanced education, promotion, demotion, and dismissal of members of the staff.
6. To cooperate with the business manager and the academic dean in the preparation of the annual budget for the operation of the college and to see that this budget, after approval of the Board, is carried out.
7. To recommend to the Board of Trustees plans for new buildings and equipment.
8. To determine eligibility for leaves of absence and recommend the same to the Board.
9. To recommend to the Board of Trustees salary changes.
10. To determine the standards for promotion of rank.
11. To determine the standards for promotion in salary.
12. To recommend to the Board of Trustees other than staff members for employment.

In Relation to the Faculty

1. To lead his faculty in all respects.
2. To be "adviser and friend," "defender and advocate" of his teachers.
3. To preside over faculty meetings and to act as executive officer of the faculty, carrying out its policies and regulations.

4. To plan, with the assistance of the dean, the in-service training of the staff members.
5. To select, with assistance from the dean and other officers, a competent and harmonious teaching staff and to recommend their employment by the Board of Trustees.
6. To present to the faculty on proper occasions what he conceives to be the desires of the Board and constituency.
7. To recommend to the faculty and staff advisors for all intramural student organizations.
8. To be ex-officio member of all faculty committees.
9. To appoint standing faculty committees.
10. To appoint new committees on new problems as they arise and thus utilize the talents and ability of as many of the teaching staff as possible.
11. To appoint non-elected sponsors and advisors.
12. To maintain cumulative records of faculty services, teaching certification and the transcripts of academic preparation, or full profiles of each faculty member.
13. To be responsible for the conduct of the faculty colloquium.
14. To acquaint the faculty with the standards that determine promotion in rank and salary.

In Relation to New Staff Members

1. To state to the staff member his official position, and give him an outline of the duties it entails.
2. To tell him of the travel expenses and per diem allowed when coming to the College as a worker for the first time, and when traveling and doing business for the institution, and attending professional meetings.
3. To tell the staff member of the chapel attendance and faculty meeting attendance policy.
4. To announce to the teacher that he should be exemplary in attendance at religious services, and his presence is expected at Vespers, Sabbath School, Divine Worship, and Prayer Meeting.
5. To explain to him that he should participate in the social functions sponsored by the administration and faculty.
6. To tell him that he will be expected to affiliate with the Oakwood Alumni Association as an active member.
7. To explain to him that from time to time he will be called upon to serve on various committees or as sponsor of a club or organization, and that it is expected that he should do his committee work well, and serve faithfully as a sponsor.
8. To tell him that at various intervals he may be called upon to make contributions to such charities as March of Dimes, United Givers Fund, etc., for flowers for sick or deceased, or gifts for faculty or guest features, and it is expected that he should cooperate in these matters.
9. To point out to him the professional code of ethics in the working policy and explain to him that he is expected to abide by it.

In Relation to the Dean of Academic Affairs

1. To see that the curriculum is adapted to the inclusion of a well-rounded program of health instruction, and that time, facilities, and means for its execution are provided.
2. To be responsible, with the dean, for constructive faculty meetings.
3. To plan, with the assistance of the dean, the in-service training of the staff members.
4. To support the teachers in the matter of discipline.
5. To support the school home deans in the matter of discipline.
6. To encourage participation of all staff members in making and devising policies and plans pertinent to the smooth-running operation of the college.
7. To appoint a conference study group to examine new books, magazine articles, and the like, and to make periodic reports of the same to the faculty for in-service improvement.
8. To develop and maintain a high level of morale among the students of the college.
9. To develop and maintain a high level of morale among the faculty members.
10. To take advantage of the fine public relations opportunity which the college provides through contact with the parents of the students.

THE DEAN OF ACADEMIC AFFAIRS

It shall be the responsibility of the Dean of Academic Affairs to administer the academic policies of the college, to coordinate the work of the teaching staff members, and to conduct intramural educational studies.

His responsibilities and duties are as follows:

In Relation to the College

1. To administer the academic policies of the college.
2. To conduct intramural educational studies.
3. To serve as executive officer of the college in the absence of the president, or at such times as the president may designate.
4. To supervise the scholastic program in the college, administering the policies developed in the Academic Standards Committee and authorized by the faculty.
5. To represent the college at such meetings as may be designated by the president.
6. To administer the chapel-absence system.
7. To clarify academic regulations.
8. To supervise the editing of the official college bulletin and the summer school bulletin.

In Relation to the President of the College

1. To assist the president in the coordination of the instructional department.

2. To transmit to the president the budget recommendations for academic activities after the details have been worked out with the division heads.
3. To assist the president in planning the in-service training of staff members.
4. To report regularly to the president regarding the academic work of the staff members.
5. To assist the president in planning for graduation exercises and senior recognition.
6. To present to the president the needs for new buildings, new equipment, and renovation and remodeling desirable for improved educational procedures.
7. To facilitate continuously the objectives of the school.
8. To prepare the annual "Report of the Dean" for the president.

In Relation to the Director of Admissions

1. To counsel with the Director of Admissions concerning the evaluation of transfer credits.
2. To approve, with the Director of Admissions, changes in class registration.
3. To have oversight of the registration procedure, to approve the registration of each student, and to approve the changes in registration.

In Relation to the Instruction of the College

1. To study means, methods, and material of instruction, and be ready to inspire the teachers to increase their efficiency in all learning areas.
2. To direct in the study of the curricular, course and department requirements, majors, minors, etc., submitted by the Academic Policies Committee to the faculty.
3. To provide for research on problems of teaching staff, organizational relationships, and student personnel.
4. To improve the level of teacher efficiency through—
   a. Directing in-service training of the faculty
   b. Appraising syllabi and reporting to the faculty on the same
   c. Studying the grading system of the college
   d. Presenting timely speakers from off campus

In Relation to the Division Chairmen

1. To counsel with the president and the division chairmen as to what courses shall be offered in each department each year, and to arrange with division chairmen for the teaching of various courses so as to insure proper balance and coordination.
2. To advise and collaborate with the chairman of the division of education regarding the teacher training program of the preparatory and demonstration schools.
3. To arrange with the department heads and business manager for students who may be employed in academic departments.
4. To assist divisions in obtaining materials of instruction,

equipment, and supplies—in short, every mechanical or other facility or service needed to improve teaching such as tests, bibliographies, maps, diagrams, audio-visual aids, etc., listening and recording rooms for music, speech and foreign languages.

In Relation to Committees

1. To serve as vice-chairman of the Government Committee.
2. To serve as chairman of the Admissions Committee.
3. To supervise the Publications Committee in preparation of the college bulletin.
4. To serve as chairman of the Academic Policies Committee.

In Relation to Supervision

1. To promote a high standard of class work by visiting classes and by counseling with teachers and department heads regarding the work of the department.
2. To consider supervision not as inspection but as assistance, guidance, and coordination.
3. To hold conferences with the department heads, division chairmen, and teachers following visitation for the purpose of general stimulation.
4. To keep a record of such visits and conferences.

In Relation to the Faculty

1. To encourage all the staff members to participate in the programs of the school.
2. To direct the program of orientation for new appointees to the faculty.
3. To help develop and maintain a high level of morale among faculty members.
4. To support the teachers in the matter of discipline.
5. To acquaint the teachers in advance with plans that call for serious and extended thinking.
6. To encourage individual and cooperative experimentation by teachers, an initiative spirit, and a spirit of originality.
7. To give constructive criticism of teaching.
8. To discuss with and give helpful advice to teachers concerning individual needs and difficulties of themselves and of their students.
9. To administer the faculty policy regarding class absences.
10. To counsel with teachers regarding student failures.
11. To encourage teachers to join professional organizations and to approve memberships in learned societies for staff members.
12. To recommend that teachers be sent to meetings of professional and learned societies and other meetings pertinent to college instruction.
13. To have reports of such meetings presented at the faculty meetings and then filed in the library and in the professor's personnel folder.
14. To keep personnel folders of the faculty in files.

15. To make available for the faculty tests, curriculum specialists, and specialists in other areas of learning.
16. To acquaint faculty members of the reaction to plans submitted at the beginning and end of the semester.
17. To discuss with the faculty steps taken to reduce class absences, chapel absences, and absences from required religious services.
18. To encourage teachers' meetings in the various departments and divisions.
19. To encourage professional reading among faculty members.
20. To improve the level of teacher efficiency through in-service training.
21. To give the library staff and instructional members time to keep up with professional reading, to attend pertinent conventions and meetings, and to pursue courses leading to advanced degrees, and to visit other institutions.

In Relation to New Staff Members

To explain to him the policy for making substitutes during his absence, and the matter of filling out leave forms and having them signed by the Dean of Academic Affairs and president before leaving the campus while school is in session, and he is on regular duty.

In Relation to the Student

1. To counsel with the students concerning all academic matters, particularly academic failure.
2. To organize the college classes (senior, etc.) and recommend to the president the class sponsors and receive reports from the college sponsors.
3. To counsel with students regarding student failures.
4. To serve as adviser of selective service registrants, veterans, and students from other lands in all academic matters and to handle or supervise all correspondence with the agencies concerned with these students.
5. To coordinate or supervise the extra-curricular activities of the college.
6. To furnish informative literature regarding the college to prospective students.
7. To take advantage of the fine public relations opportunity which the college provides through contact with the parents of the students.

THE DEAN OF STUDENT AFFAIRS

It shall be the responsibility of the Dean of Student Affairs to administer the policies of the College relating to student affairs.

His responsibilities and duties are as follows:

In Relation to the College

1. To administer the policies on student affairs of the College.

2. To serve as the executive officer of the College in the absence of the president and the dean of academic affairs.
3. To serve as the responsible officer in major citizenship decisions.
4. To plan and administer the Freshman Orientation Program of the College.
5. To coordinate the student counseling services of the College, including coordination of faculty counselors, maintenance of a counseling center, and the custody of records essential to effective counseling.
6. To operate a career placement service.
7. To integrate the student health service into the program of the College, working with the director of health services, the college physician, the physical education department, and the food services department.
8. To promote in every possible way the development of intelligent Christian conduct and citizenship on and off the campus.
9. To edit the Student Handbook.
10. To coordinate the social calendar of the College.

In Relation to the President of the College

1. To assist the president in the administration and interpretation of policy on student affairs.
2. To transmit to the president the budget recommendation for student activities.
3. To report regularly to the president regarding the state and climate of student affairs and opinion on campus.
4. To serve as temporary chairman and coordinator of the Student-Faculty Council until a permanent chairman is elected.
5. To serve as chairman of the Social Activities Committee (members of the Deans Council with student and faculty representatives) of the College.

In Relation to the Faculty

1. To encourage all faculty and staff members to participate in the student activities of the College.
2. To promote a sensitivity for the student's welfare by keeping the faculty informed of student activities, student problems, and the climate of student opinion.
3. To seek the support of the faculty in determining policies relating to student behavior.
4. To support teachers in the matter of discipline.
5. To involve the faculty in chaperonage assignments for student activities.
6. To make available for the faculty information which could be helpful in working with a particular student.

In Relation to the Student

1. To assist students in personal problems.
2. To direct the activities of Freshmen Orientation Week.

3. To counsel with students on social or citizenship problems. Academic matters should be referred to the Dean of Academic Affairs.
4. To give general direction to all student organizations, working with sponsors of such organizations to promote unanimity of purpose and efficiency of operation.
5. To promote goodwill among students, faculty, and administration by encouraging the use of such democratic tools as dialogue and discussion in problem solving.
6. To interpret the decisions of the College (Board, administrative or faculty) to assist the student in understanding the rationale for any given action.
7. To represent the president in communicating with students and parents on citizenship matters.
8. To assist the president in planning for such special events as graduation, college days, conference weekends, career days, and such other events that involve student promotion.
9. To present an annual report to the president.

In Relation to the Dean of Academic Affairs

1. To plan, in cooperation with the dean of academic affairs, the orientation for freshmen, including testing services.
2. To counsel with the dean in counseling students with scholarship deficiencies.
3. To cooperate with the dean in controlling the curricular, extracurricular, and work load of each student.
4. To counsel with the dean as to what orientation or courses shall be offered to encourage the maintenance of high standards of student culture, citizenship and conduct.
5. To work very closely with the dean in properly communicating to parents the status of those students who are on academic, citizenship, or social probation.

In Relation to the Instruction of the College

1. To study ways of improving the cultural level of the campus and to inspire students to a greater appreciation of those values that mark the lady and gentleman.
2. To suggest to the appropriate individuals or groups ideas for properly integrating those concepts into the subject matter that will strengthen the character and intellectual personality of every student.

In Relation to Committees

1. To serve as chairman of the Deans Council.
2. To serve as editor of the Deans Council in preparation of the student handbook.
3. To act as Vice-Chairman of the Administrative Council on matters of citizenship.

BUSINESS MANAGER AND TREASURER

The business manager shall be the chief business officer of the college, responsible to the president and to the Board of Trustees. He shall have general charge of the business administration of the college and the physical properties.

His responsibilities and duties are as follows:

In Relation to the College

1. To provide for the safekeeping of all funds, securities, and other valuables of the institution.
2. To have general supervision of all college accounting and matters pertaining to college finance, including the offices of the accountant, cashier, and credit manager.
3. To designate the place and manner in which the financial records shall be kept.
4. To provide for the payment of all bills and accounts and to secure the proper discounts.
5. To serve as purchasing agent of the college.
6. To act as custodian of all property and equipment belonging to the college.
7. To supervise the management of the auxiliary business activities operated by the college.
8. To prepare with counsel from the president the annual budget and such other financial business reports for the Board and other agencies.
9. To make and direct the making of cost studies on all enterprises.
10. To manage the investments of funds of the institution under direction of the Board or finance committee appointed by the Board and to account for all investments.
11. To cover all buildings and equipment with adequate insurance.
12. To have general supervision of maintenance and rental of houses and apartments belonging to the college.
13. To supervise the safety program of the college, to provide night-watch service and adequate facilities for fire prevention and control.
14. To direct in the disposal of all salvage material.
15. To approve all expenditures for which a general or specific appropriation has been made by the Board as evidenced by its records.
16. To approve all requisitions for equipment and supplies for all departments of the college.
17. To conduct, under the direction of the president or appropriate faculty committee, projects and institutional research related to business administration.
18. To initiate recommendations for policies relating to business management.
19. To provide proper working conditions for all employees.
20. To arrange off-campus programs of lectures of a promotional nature or as a public service in which either students or staff members are participants.

21. To act as ranking officer in the absence of the President and the Deans of Academic and Student Affairs.
22. To order academic dress for the faculty as may be required.

In Relation to the Student

1. To collect student fees and other institutional revenue.
2. To pass on the financial acceptability of students' applications and to approve the personal budget of each one accepted.
3. To assist and approve students in their employment plans.
4. To keep a record of student loan funds.
5. To supervise and advise concerning the financial operation of student organizations and to keep adequate records of student organization funds.
6. To provide for assignment of part-time employment.
7. To assume the responsibility of ordering academic dress for students as may be required.

In Relation to Division Chairmen and Department Heads

1. To require of all division chairmen and department heads at least annually, and oftener if necessary, a full inventory of the property belonging to the college which is under their immediate control.
2. To inform division heads and department heads of the budget for each year.

In Relation to the Staff Member

Before the staff member arrives at the institution to render the service for which he was appointed, a home should be prepared for him. This home, whether a house, apartment, or room should be ready for habitation when the worker arrives. If his permanent residence is not in readiness, then a substitute should be in readiness to serve him until such time as his permanent abode is ready for habitation.

When a new staff member arrives, the business manager should make an initial appointment with the new staff member within 24 hours of his arrival for proper orientation into duty as a staff member.

His responsibilities and duties to the new staff member are:

1. To tell him where his place of residence is, describe it to him, and take him to it, or have a receptionist to do so.
2. To tell him what his salary rate is, and how often he may expect to receive salary payment.
3. To tell him what deductions will be made from his salary and why.
4. To explain the Blue Cross policy to him, and other matters pertaining to the policy of compensation during illness and dental care.
5. To tell him how to order textbooks and where.
6. To tell him how to secure classroom supplies and equipment.

In Relation to Auxiliary and Industrial Development

1. To provide periodic reports from the managers of the auxiliary and industrial departments of the school.

2. To recommend to the president and board qualified persons to serve as industrial superintendents.

In Relation to the President

1. To serve the president in an advisory capacity concerning matters of business.
2. To supervise, in cooperation with the president, the erection of new buildings.

ACCOUNTANT

The duties and responsibilities of the accountant are as follows:

In Relation to the Business Manager

1. To maintain an adequate system of accounting records in harmony with General Conference policies.
2. To be responsible for maintaining and preserving all accounting records, vouchers, books, and ledgers as directed by the business manager.

In Relation to the College

1. To keep records of institutional property which will reflect the value of such property and the person responsible for the same.
2. To establish and maintain internal control, audit departmental records, and test check all supply inventories and prevent misappropriations of property of employees regardless of position held in the organization.
3. To make out purchase orders for requisitions approved by the business manager.
4. To make cost studies and financial analyses as requested by the business manager or as the accountant deems to be in the best interests of the college.
5. To prepare legal and denominational reports.
6. To prepare bank deposits.
7. To maintain proper accounts of transactions with vendors and vendees.
8. To prepare and issue semi-monthly payroll checks.
9. To reconcile and audit bank statements.
10. To receive and store office supplies and dispense same to departments and make proper charges therefor.

In Relation to the Student

1. To accumulate and compile data which relate to accounts of students, workers, and customers; and prepare and mail monthly statements. To bill students and customers and follow up for collecting according to the pre-planned agreements.
2. To make adjustments in student accounts as provided for in the college bulletin.

3. To supervise and advise concerning financial operations of student organizations and issue a monthly report to the sponsor of each student organization.
4. To arrange for simple banking facilities for students.

Miscellaneous

1. To handle such other duties as may be assigned by the business manager.
2. To supervise the accounting office personnel.

DIRECTOR OF ADMISSIONS

It shall be the function of the registrar to prepare and preserve the academic records of the college, to administer enrollment and registration procedures, and to enforce such other adademic policies as the faculty may prescribe, by authorization of the dean of the college.

The responsibilities and duties of the registrar are as follows:

In Relation to Records, Reports, and Other Data

1. To maintain cumulative records of admissions, enrollment, registration, attendance, and academic grades.
2. To prepare and issue official progress, grade reports, and transcripts; and to credit honor reports and interschool credit transfers.
3. To organize educational data for statistical and other uses, and assist in making studies from the educational and personnel data in the registrar's office.
4. To assist in the collection of data regarding faculty personnel, training, experience, publications, etc.
5. To prepare, on request, the necessary scholastic reports and attendance reports to such agencies as the Veterans Administration, the Immigration Service, and Selective Service.
6. To assist the president in the collection of names and preparation of lists of prospective students.

In Relation to Requirements

1. To administer the entrance and admission requirements under the terms of faculty legislation or standard practice currently in force.
2. To administer the curriculum standards and requirements currently in force, as published in the official bulletin of the college, or more recently enacted by the faculty.
3. To check requirements for certificates, diplomas, and degrees and recommend candidates for graduation.

In Relation to the Student

1. To assist the student in special problems of an educational nature.
2. To evaluate secondary school credits and college credits in counsel with the heads of departments, offered by students from

other colleges, and in counsel with the dean of academic affairs; present irregular cases to the Academic Standards Committee.
3. To correspond with prospective students, to distribute catalogs, application blanks, publicity materials, etc.
4. To receive the students' applications, collect the references, grades, and other pertinent data and present to the Admissions Committee consideration of the students' admission.
5. To administer the chapel absence system as directed by and in cooperation with the dean of academic affairs.
6. To prepare the annual student roster.
7. To collect information and notify the faculty of students who are candidates for graduation.
8. To acquaint the advisors with any information that may be of assistance in the counseling services.
9. To collect information on awards and certificates.

Miscellaneous

1. To enforce detailed regulations as to: (a) course sequence, (b) prerequisites, (c) class load, (d) class drops and admissions, (e) special examinations.
2. With the dean of instruction to set up registration procedures, prepare class and room schedules, and examination schedules.
3. To serve as admissions secretary, secretary of the faculty, and secretary to the Academic Standards Committee.
4. To assist with the dates in the college calendar of events.
5. To assist in the preparation of the college bulletin.
6. To represent the college at such meetings as may be designated by the administration.
7. To assign classrooms to teachers.

RESIDENCE HALL DEANS

The residence hall deans and their assistants provide for the students the substitute for the home life to which they may be accustomed before they come to college. It is in residence halls that the students may learn to adjust themselves to a new manner of living which demands that all their energies and faculties be exerted for the best in group living and in all that group living connotes.

The responsibilities and duties of the residence hall deans are as follows:

Spiritual

1. To present endless opportunities for the students to learn to live the Christian life of service.
2. To help the students perfect Christian characters.
3. To make the religion of Christ attractive to the students and thus create in them a hungering and thirsting after righteousness.
4. To teach them that only as their talents are dedicated to the Lord to be used as He sees best will these be enlarged and multiplied.

5. To formulate for themselves a code of ethics to guide their lives.
6. To make provision for students to do personal work for others and thus enrich their own experiences.
7. To give them a vision of the world's great need of earnest workers and the place they must find and occupy in helping to fill that need.
8. To teach the students to analyze their own capabilities and aptitudes and then under God's guidance, to choose their vocation.
9. To be responsible for all religious services in the school homes and inculcate an air of reverence for all such activities.

Social

1. To make the values of group living meaningful by application.
2. To give instruction in the social graces by giving a broad cultural background.
3. To create in the school homes an atmosphere of dignity and refinement.
4. To instruct the students in true dignity and Christian refinement so that they will be able to appear unembarrassed in good society.
5. To impress upon the minds of the students that real refinement of thought and manner does not come from mere observance of any set of rules, but from a personal knowledge of the Divine Teacher.
6. "To arouse in the heart of each student . . . a love so deep, so ennobling, so divine, that he may become changed into the image of God, reflecting real, true courtesy."
7. To inspire the students to cultivate all the gracious social amenities that make life a great and glorious experience.
8. To supervise the general conduct at social functions.
9. To study and suggest revision of policies concerning standards of student behavior.
10. To approve the selection of chaperons where there is need for a chaperon.

Personnel

1. To develop the students' mental powers—to help students to think for themselves by:
   a. being made to feel their God-given responsibility to think and to formulate ideas for themselves;
   b. being led to know why they believe what they profess to believe.
2. To know the students and thus become aware of their problems, needs, and experiences.
3. To assist them in developing attitudes and habits which will facilitate their solving their problems in a satisfactory manner.
4. To inculcate in the students an awareness of the implications of individuals in a group, to help them adjust themselves to the problem of group living, and to participate in group activities.

5. To promote, through counseling and guidance, an intelligent and sympathetic relationship between students and the faculty.
6. To keep such personnel records as may be necessary for the effective functioning of the school home, or may be requested by other administrative officers and staff members, and to make these records available to other staff members engaged in personnel work.
7. To report frequently to parents or guardians on the progress and needs of the residents of the school homes.
8. To give to the students' counsellors any pertinent data that may be of assistance in the counseling services.

Faculty

To execute under the supervision of the president and the dean of the college the policies and regulations of the faculty as they apply to the students in the residence halls.

Discipline

1. To fix disciplinary action for minor dormitory and other infractions unless very serious and to serve on the government committee which considers major infractions and offences.
2. To investigate reported offences of students residing in their respective residence halls.
3. To exercise authority to withdraw social privileges for minor infractions.
4. To recommend the dismissal of students.

Work and Maintenance

1. To inspect the residence halls and to supervise the furnishing and care of the residence halls.
2. To supervise their residence hall janitor service.
3. To hire, subject to the approval of the manager, and supervise the house staff, such as the night clerks, monitors, and office secretaries.
4. To supervise the upkeep and maintenance of the residence halls and to make periodic reports thereof to the administration.

Miscellaneous

1. To administer the college policy pertaining to the use of motor vehicles by students living in the residence halls.
2. To pass on applications of their respective residence hall students for leave of absence from the campus.
3. To keep in touch with the director of health service in reference to students' physical needs.
4. To sign excuses for absences due to sickness only after thorough investigation has been made.
5. To require all students who absent themselves from classes because of sickness for which an excuse blank for sickness will be

requested, to report the sickness to the dean before or as soon as possible after the absence occurs.
6. To arrange the residence hall reservations and assignments.
7. To provide accommodations for parents and other overnight guests.
8. To cooperate with the food service director regarding the cafeteria regulations.
9. To promote effective scholarship by insisting that the residence halls be quiet and that nothing occurs which will militate against effective study.

LIBRARIAN

The responsibilities and duties of the librarian are as follows:

General

1. To make plans for integrating and correlating the library with the instructional activities and needs of the curriculum.
2. To assist in determining the college educational policy.
3. To study book lists and book reviews for the purpose of directing book purchases.
4. To direct the classification and cataloging of books.
5. To supervise the keeping of records of periodicals and serial publications.
6. To secure inter-library loans.
7. To compile bibliographies.
8. To keep records, compile statistics, and make reports to the administration relative to the use made of the library.
9. To keep a full record of purchases in the form of receiving tickets, the original of which should be transmitted to the business office for payments.
10. To collect, record, and remit all fines to the treasurer's office.
11. To make library materials and facilities available for use.
12. To stimulate voluntary and recreational reading.

In Relation to the Library Services Committee

1. To prepare the library budget and submit it to the Library Services Committee for approval.
2. To purchase books, periodicals and supplies in accordance with the library budget as adopted by the Library Services Committee.
3. To plan with the Library Services Committee the allocations of the book fund among departments.
4. To plan improvement of library service assisted by the Library Services Committee.
5. To furnish the Library Services Committee with information about the needs and progress of the library.

In Relation to the Faculty

1. To publicize the facilities and interpret the policies of the library to the faculty.

2. To develop liaison between the teaching staff and the library staff.
3. To visit, on invitation of the teacher, the classroom and teach the use of the library.
4. To execute such policies and regulations of the faculty as may be delegated to the office.
5. To formulate rules and regulations concerning the use of the library, subject to approval by the faculty.
6. To order library books with the assistance of the teaching staff.
7. To direct the attention of the faculty members to new publications in their fields and to new titles currently received in the library.
8. To assist in the building up of those departments of instruction which may be weak in library holdings.
9. To adapt the library services to the needs of the individual teacher.
10. To study syllabi and to confer with teachers so that they may have a working knowledge of the library.
11. To inform teachers of any difficulties students have in finding material that has been assigned.
12. To plan for library-faculty program that will encourage free reading.
13. To perform the function of the teacher-librarian—"a member of the faculty who, while not teaching through textbook or lecture, nevertheless teaches most effectively through book and periodical and picture and other materials, and who, through cooperation with the members on the teaching staff, contributes to the effectiveness of their individual class instruction."
14. To seek an adequate library budget.

In Relation to the Student

1. To adapt the library services to the needs of the individual student.
2. To stimulate book-mindedness in the student and to provide surroundings in which this sense will thrive and grow.
3. To train pupils in the use of books and libraries.
4. To present orientation lectures to freshmen on library use.
5. To teach students how to find material without depending too much upon his knowledge.

COLLEGE CHAPLAIN

The College Chaplain shall be charged with the responsibility of promoting a viable religious program for Oakwood College and the Oakwood College Church, and to recommend to the administration plans and programs for the betterment of the same.

His responsibilities and duties are as follows:

In Relation to the College

1. To coordinate the activities of various organizations sponsoring

religious activities such as the Missionary Volunteer Society, the Religious Interests Committee, etc.
2. To arrange for the devotional aspect of all College assemblies.
3. To serve as chairman of Friday vesper services during school and between quarters.
4. To organize and conduct missionary endeavors through the appropriate church auxiliaries.
5. To coordinate the religious activities of the College with its educational activities.
6. To recommend to the administration plans for the conduct of Ingathering and other campaigns, and assisting with them as may be consistent with the interests of the College.
7. To serve as a liaison between the College and the Church Board.

In Relation to the President

1. To assist the president in counsel with the head of the Department of Religion in planning for the Fall and Spring Week of Prayer activities.
2. To make suggestions to the president for policies and procedures that will assist in enhancing the spiritual life of every student and staff member.
3. To seek a harmonious blending of spiritual and educational needs within the church.

In Relation to the Church

1. To provide for the organization and direction of all church services of the Oakwood College Church.
2. To meet whatever goals that are assigned to the Oakwood College by the South Central Conference of Seventh-day Adventists.
3. To visit and counsel the ill and their relatives.

In Relation to Campus Personnel

1. To enlist students and staff into a wider campus application of religious experience and worship.
2. To involve students and staff in an active missionary ministry.
3. To provide counseling opportunities for those who need encouragement along spiritual lines.
4. To use creative and innovative approaches to campus worship services, recognizing the unique needs of a college community.

In Relation to the Community

1. To participate in local ministerial groups in bringing about a better understanding of the role of a minister in meeting the needs of people.
2. To participate in community organizations and activities which have relatedness to the greatest social problems of the community.
3. To interpret the College and Seventh-day Adventists before civic groups and others.

4. To seek opportunities for providing health and welfare services for individuals and families who have special needs.

COUNCIL ON TEACHER EDUCATION

The Council on Teacher Education shall be composed of the Chairman of the Division of Education (as chairman), the coordinator of student practice teaching, the coordinator of the secondary teacher education curriculum, the coordinator of the elementary teacher education curriculum, the principal of the elementary school, the principal of the academy, and representatives from departments offering majors or minors in teaching areas.

The Council shall be responsible for initiating policies governing teacher education. The Council shall be responsible for making recommendations for curriculum changes to the academic standards committee. Further, it shall prepare policies governing the admission of students to candidacy in the teacher education curriculum; institute procedures by which applicants for admission to the teacher education curriculum are identified, screened and approved; propose standards for continuance in the several programs of the Division and the completion of the graduation and professional requirements.

Finally, it shall be responsible for reviewing periodically the progress of students in these professional programs. On the basis of its recommendations and evaluations, the chairman will recommend (or withhold recommendation from) candidates for teacher certification.

PRINCIPAL OF OAKWOOD ELEMENTARY SCHOOL

The principal is the executive officer of the elementary school, responsible to the Board of Trustees through the president of the college. The functions of the principal of the elementary school are as follows:

1. To execute the policies and regulations approved by the board for the elementary school.
2. To make reports to the president of the college, the board, and educational agencies.
3. To formulate policies relative to the elementary school and to present major policies to the head of the department and the president of the college for approval.
4. To represent the elementary school to the general public, the constituency, and educational associations.
5. To serve as secretary of the Elementary School Advisory Council.
6. To make recommendations to the president of the college regarding the employment of members of the elementary school faculty.
7. To assign the duties of the elementary school faculty members.
8. To study the curriculum construction and revision and ways of improving teaching procedures in the elementary school.

9. To supervise the program of student teaching in the elementary school.
10. To act as chairman of the elementary school faculty meetings.
11. To direct such routine activities as admission, registration, classification, and public programs.
12. To encourage community interest in the elementary school through cooperation with Home and School officers.

The Elementary School Advisory Council, authorized by the Board of Trustees, consists of the following members: the president of the College (chairman), the Dean of Academic Affairs of the College, the head of the Department of Education, the principal of the elementary school (secretary), the business manager, the pastor of the college church, the president of the South Central Conference, the educational secretary of the Conference, and two lay members elected annually by the church.

THE PRINCIPAL OF OAKWOOD ACADEMY

The principal is the executive officer of the academy, responsible to the Board of Trustees through the president of the college. The functions of the principal of the academy are as follows:

1. To execute the policies and regulations approved by the Board for the academy.
2. To make reports to the president of the college, the board, and educational agencies.
3. To formulate policies relative to the academy and to present major policies to the president of the college for approval.
4. To represent the academy to the general public, the constituency, and educational associations.
5. To supervise and edit the Oakwood Academy Bulletin.
6. To serve as secretary of the Academy Advisory Council.
7. To make recommendations to the president of the college, in cooperation with the head of the department of secondary education, regarding the employment of members of the academy faculty.
8. To assign the duties of academy faculty members.
9. To study curriculum construction and revision and ways of improving teaching procedures in the academy.
10. To act as chairman of all academy faculty meetings, to appoint all standing committees of the faculty, and to serve as member ex-officio of all such committees.
11. By planning for, in cooperation with the head of the department of secondary education, student teaching in the academy.
12. To serve as chief disciplinary officer of the academy.
13. To promote the religious life of the faculty and students in the academy.
14. To direct academy social activities or to delegate such responsibility to other faculty members.
15. To prepare, in cooperation with the academy faculty, an academy student handbook.

THE DIRECTOR OF HEALTH SERVICE

The responsibilities and duties of the Director of Health Service are as follows:

In General

1. To be chairman of the Health and Sanitation Committee.
2. To make reports to the president and director of the counseling service concerning the health status of all students.
3. To notify the deans of school homes of illness or other health problems of students.
4. To report to parents of academy and college students in event of illness or health defects.
5. To execute the recommendations of the medical practitioners and health committee.
6. To supervise and direct the work of school nurses, student assistants, and workers in the health service.
7. To select and requisition supplies for health service.
8. To maintain first aid equipment in the various campus buildings.
9. To maintain such professional contacts with medical specialists in Huntsville and other nearby cities as will insure cordial cooperation and prompt service in such cases as may require the service of specialists.
10. To provide special health lectures in assembly, worship periods, and other regular or special gatherings.
11. To direct the program of health education in the college.
12. To advise the administration on matters relating to sanitation and living and working conditions.

In Relation to the Student

1. To organize the annual physical examinations of all students.
2. To give first aid and dispensary service to college and academy students.
3. To direct the nursing care for students assigned to infirmary for illness.
4. To prepare and file adequate record of the health history of each student.
5. To hold individual and group conferences for the purpose of health instruction.
6. To maintain regular hours for consultation.

DIRECTOR OF PUBLIC RELATIONS

The public relations officer works under the president. His responsibilities and duties are as follows:

In Relation to Publication

1. To submit college news to nearby newspapers.
2. To issue news releases to other newspapers such as reports to

hometown papers of student activities when the local student is concerned in some special way.
3. To prepare special releases from time to time for denominational publications.

In Relation to the College

1. To plan, in conjunction with the president, the business manager, and the directors, the off-campus tours of college musical organizations in such a manner as to produce the maximum good will for the college.
2. To handle advertising and publicity for college organizations by sending out advance advertising, newspaper and radio releases, and church announcements, together with necessary photographs and "mat" materials.
3. To plan, in consultation with the business manager, the program of college advertising in yearbooks, denominational magazines, etc.
4. To be responsible for producing copy and layout, and for arranging necessary photographic and art work.
5. To plan, in consultation with the president, for college representation at campmeetings and other large gatherings of Seventh-day Adventists, arranging picture exhibits, faculty representation, and student participation in public exercises at these meetings.
6. To assist the president in arranging for visits by members of the college staff in the interest of student solicitations.
7. To be responsible for the preparation of such leaflets, booklets, folders, and picture books as may be necessary to represent the college property.
8. To provide a monthly column of news to the *Southern Tidings* for publication in the Oakwood College section of that paper.
9. To arrange, publicize, and schedule off-campus programs and entertainment for use in churches and schools.
10. To answer, and so far as possible to fill, off-campus requests for special services from Oakwood College, such as the participation of musicians and speakers in church services and before club groups.
11. To arrange, in cooperation with campus groups specifically concerned, for the welcoming of visitors to the campus by "welcome" placards, arrangements for accommodations, and the general extension of college hospitality to the visitors.
12. To plan, in cooperation with persons designated by the president, for College Day exercises.
13. To attempt to counter adverse publicity received by the college. Since the "suppression" of news is rarely successful and carries a connotation of "shame," the public relations director should seek, rather, to present the college in the best possible light without antagonizing individuals or newspapers by refusing to give information. He must be certain, however, that any damaging information is accurate in fact and that all pertinent facts are reported in such a way as to minimize any undesirable effects.

14. To publicize the accomplishments of the college or its staff members.
15. To observe, on or off college campus, any real or potential sources of bad publicity for the College, and to call these to the attention of appropriate administration officials.
16. To conduct publicity campaigns when it is necessary to have full community cooperation in any specific college endeavor.
17. To promote the functions of beauty, comfort, safety, and sanitation as important factors in the school plant which contribute to good public relations.

In Relation to the Public

1. To encourage adequate liaison between the college and parents and constituents with a view to keeping them informed on the progress of their students, and, in some degree, personalizing the abstract idea of "The College."
2. To make it known that the purpose of public relations is to bring a harmonious working relationship between the school and the public which the school serves.

In Relation to the Alumni

To cooperate with the Oakwood College Alumni Association in maintaining contact with college alumni.

THE DIRECTOR OF COUNSELING AND GUIDANCE

The director of counseling and guidance is directly responsible to the president. His responsibilities and duties are as follows:

1. To have general oversight of the personnel work of the college. To serve as chairman of the personnel committee and director of counseling and to be ready to give counsel and guidance to students as designed by student or counselor.
2. To direct the personnel program, including the orientation of freshmen and direct the clinical counseling of poorly adjusted students.
3. To devise and effect types of record cards and folders for personnel work throughout the entire college offerings and services.
4. To initiate research activities to be carried out by the counselor.
5. To cooperate with the Academic Dean in setting up a program of entrance and placement testing for college freshmen, and a continuing program of clinical or remedial testing for students with adjustment problems.
6. To direct the administering of placement, psychometric, and personality tests.

THE COUNSELING PROGRAM

One recent development in the educational policies is the emphasis upon guidance and counseling. Since the main objectives of education are

not a mechanical accumulation of facts in various fields, but the development of proper attitudes and character traits that will make for abundant living in this world and preparation for abundant living in the world to come, it has been felt that the student particularly needs in the growing complexity of educational offerings, and in social, economic, and spiritual complexities, proper guidance to enable him to reach the objectives of Christian education. The student of today lives in a world that is growing increasingly complex in its educational offerings, and in its social, economic, and spiritual fields. He, therefore, needs guidance to help him develop into the well-rounded adult—physically, mentally, socially, and spiritually.

"A full-scale personnel program includes the following: (1) a freshman orientation program to acquaint the student with the college community, to afford him social and academic information and contacts, and to give him pre-enrollment, academic advising, and study helps; (2) continued advisement concerning curricula, activities, academic achievement, vocation, personal goals and problems; (3) individual testing; (4) counseling and psychotherapy for the poor achievers and emotionally disturbed; (5) opportunities for participation in social life, activities, and student government; (6) remedial reading, speech and English, and how-to-study clinic; (7) social and recreational program; (8) occupational information; and (9) student employment, loans, scholarships, and placement after graduation."*

In view of the preceding quotations, guidance is not the concern of a few individuals known as guidance specialists, but of the entire school. The personnel services of the deans, of the counselor, of the teacher, of the work supervisors, and of any member of the staff are integrated into the counseling work of the entire school.

The responsibilities and duties of the counselor are as follows:

1. To counsel with the individual counselee.
2. To help the counselee solve his problems.
3. To help the counselee take five steps essential in solving any problem:
   a. To recognize the problem and desire a solution.
   b. To face squarely all the facts, past and present, that bear.
   c. To sense all the possible solutions to the problem and perhaps make a list of these possibilities.
   d. To evaluate or criticize the possible solutions to the problem on the basis of critical thinking or actual testing on the proposal.
   e. To accept or reject each proposal until one has been chosen.
4. To assist the counselee to the place where he will be able to solve his own problems.
5. To strive for preventive action rather than curative action.

**Current Issues in Higher Education*, 1954 (Association for Higher Education, Washington, D. C.)

6. To assist the counselee to develop proper habits and attitudes in his association with any penalties that may be assessed.
7. To suggest to the director of counseling areas in which he recognizes a need for study and research.
8. To cultivate an understanding, objective, nonevaluating attitude.
9. To help the student perceive and accept responsibility.
10. To help the student cultivate efficient study habits.
11. To learn thoroughly the data about his counselee so that he will understand the background needs of the counselee.
12. To write to the parents of the counselee from time to time.
13. To give to the dean of the college and other staff members pertinent information concerning the counselee.
14. To encourage the counselee to take advantage of all the college opportunities which will afford development of the mind, body, and spirit, and thus to encourage active participation in co-curricular activities.
15. To see that the student understands thoroughly the philosophy underlying Christian education and the objectives of the college.
16. To hold an occasional group-meeting such as breakfast, picnic, informal "tea," and an evening "get together."
17. To observe the counselee on all occasions: on the campus, in activities, and in class.
18. To stop and speak to counselees when he meets them on the campus.
19. To assist the counselee in developing habits which will promote his spiritual advancement.

III. FACULTY AND STAFF POLICIES

FACULTY AND STAFF POLICIES

Personnel

All members of the administrative and instructional staff, the superintendents of industrial departments, and all other salaried departments, and all other salaried workers are members of the staff.

Officers

The presiding officer of the faculty is the president of the college, or in his absence or by his direction, the dean. The secretary of the faculty is the registrar.

The Faculty Meeting

Time of Meeting

The faculty meets for regular sessions. Special meetings may be called by the chairman.

The Agenda

Except in emergencies, notice of the meeting, with the agenda of business to be transacted shall be issued one week in advance of the meeting. The agenda shall include such proposed studies, discussions, or recommendations for legislation, as shall be presented at the announced meeting. The meetings may assume the form of lecture or discussion—informal or formal.

In all matters of parliamentary procedure this group shall be governed by the code of procedure as set down in the Sturgis Standard Code.

The Minutes

The minutes of the faculty meetings constitute the official record of legislation and policy-making by the staff. The actions so recorded are binding upon all staff members to whom they apply, until revised or rescinded. They should show the spirit of democracy at work among the faculty members.

CODE OF ETHICS
OR
PROFESSIONAL ETHICS FOR THE CHRISTIAN TEACHER*

"As a member of one of the most responsible and respected of professions, the teacher is pledged to a standard of behavior that is above

*Suggested for use in the *Journal of True Education,* Vol. 17, No. 3, February, 1955, and adopted by the Oakwood College Faculty to be a substitute for the Code of Ethics adopted in the year 1953-1954.

reproach and that adds luster to his vocation. The Christian teacher, above and beyond the claims that society makes upon teachers in general, must exemplify and advocate the virtues that have come to be associated with the profession and the practice of Christianity as a personal dynamic force and a way of life.

"More specifically, the Christian teacher in the church-related school will regard as valid in his personal behavior code these commitments:

In General

1. To practice wholeheartedly and consistently the things he professes and believes.
2. To reverence the Word of God, and to respect the house of God and the church, which is the constituency of the Christian school.
3. To recognize as fundamental, and to practice to the best of his ability, the principles of morality comprehended in the Decalogue and exemplified in the life and teaching of the Master.
4. To have a high sense of loyalty to the aims and ideals of Christian education, particularly to the philosophy of education upon which has been built the Seventh-day Adventist system of schools.
5. To recognize the brotherhood of man and the right of equality of opportunity to all according to their ability, without discrimination on account of race, religion, or social antecedents.
6. To defend and practice freedom of the mind as a precious heritage of Christianity and Christian education, while at the same time recognizing the compatibility of academic freedom with the following obligations:
   a. To regulate his life by the Christian canons of truthfulness, decency, loyalty, moral integrity, and good taste.
   b. To be a good and conscientious citizen, recognizing no higher loyalty than that due his country and people, except that due to God.
   c. To support, by conduct and teaching, the published and generally recognized objectives and standards of the school whose employ he has voluntarily entered.
   d. To refrain, even off the campus and in private life, from any expression that would cast reflection upon the school, by imperiling its reputation or compromising its aims and principles, because of his connection with it.

To the Profession

7. To look upon Christian teaching as a holy vocation.
8. To exhibit a lively and congenial interest in developing the edge of truth whether the search for it be in his own field or in those of associates.
9. To accept the responsibility of acquaintance with the major fields of human knowledge and of familiarity with those related to his own field of study.
10. To seek the highest possible standard of excellence in his chosen field of specialization.

11. To maintain and be subject to sound scholastic standards in (a) course requirements; (b) teaching methods; (c) examinations, and other criteria of achievement, as may be determined by united faculty actions, or by commonly accepted standards of his profession.
12. To broaden his horizons by participating in the activities of professional groups, by cultivating acquaintance with distinguished scholars, and by taking the initiative in attending workshops and conventions dealing with his field of study.
13. To develop to the maximum of his teaching methods and techniques, always for the purpose of rendering more effective service to his students.

To His Colleagues

14. To give encouragement and moral support to his associates on the staff of the school so far as conscience and the best interests of the school permit, and when he can no longer approve the attitudes or activities of a colleague, that he use means and the method to protect the interests of the school similar to those used in the church.
15. To refrain, at all times and in all cases, from any form of unfair competition with his colleagues for position, rank, honor, students or other advantages of any sort.
16. To secure permission and give full credit for the use of materials borrowed from colleagues or others and used in his lectures, publications, or other public presentations.
17. To give due recognition to lines of authority and to duties and responsibilities assigned to other staff members and to the functions of administrators, refusing to curry favor with students, or to build himself up with other staff members by playing the role assigned to another, or assuming, without authority, the toga of the administration.

To His Students

18. To recognize his obligation to meet promptly and faithfully his appointments with classes, with individual students, and with student groups.
19. To maintain such health of body and mind, and such habits of study, as will make him a vitalizing and inspiring force, a living fountain, as he moves among the young people.
20. To cultivate friendly relations with the students, without undue familiarity and sentimentality.
21. To allow students freedom to express their views and the assurance of careful and objective consideration of opinions expressed by them.
22. To be alert and loyal to the best interests of the student body and the school by reporting to the proper disciplinary agencies all cases of student dishonesty or other misconduct seriously detrimental to the aims or standards of the school.
23. To hold in professional confidence the ideas, needs, weaknesses,

and failures of students, whether observed by him or confided by the student, except as the public interest requires that such facts be revealed, then only to the properly constituted authorities.

24. To give due credit for the use of original student contributions in his lectures and publications, as he would for materials borrowed from colleagues and other sources, and under no circumstances to exploit his students.
25. To recognize individual differences among students and seek to meet their individual needs.
26. To discuss controversial issues from as fair and unbiased a viewpoint as possible, seeking to develop in the student the qualities of sound standards, good judgment, fair appraisal, and charity for those holding divergent views.

To the School

27. To demonstrate his loyalty to the institution in which he is employed by scrupulous observance of the regulations, policies, and customs adopted by the board and faculty for staff members, or generally recognized as suitable by his professional associates.
28. To inform himself as to the rules of his institution governing such matters as tenure, rank, promotion, dismissal, leaves for study, and the qualifications of staff members, and to accept the resulting obligations.
29. To participate consistently in the activities and responsibilities of the faculty group, and to accept and carry out to the best of his ability such responsibilities as may be assigned to him by the group.
30. To conduct professional or institutional business through the proper channels.
31. To refrain from discussing confidential and official information with unauthorized persons.
32. To give due notice before a change of position is to be made.
33. To engage in no activity or employment, gainful or gratuitous, that would interfere with the proper performance of his duties as a staff member, impair his professional status or his standing with colleagues, students, the community, or the church."

ACADEMIC FREEDOM AND RESPONSIBILITY

Academic freedom in a college or university maintained by the Seventh-day Adventist Church is defined as the right of a responsible and self-disciplined scholar to investigate, to instruct, and to publish, within the area of his academic competence and faculty appointment. In the proper exercise of this right the administration undertakes to protect him from pressures which would hinder his pursuit of knowledge and its dissemination.

The teacher is entitled to full freedom to pursue study and research germane to his interests and academic appointment, subject to the adequate performance of his total responsibility in the faculty, as agreed between him and the administration.

The teacher is entitled to freedom in the classroom in discussing the subject he has been appointed to teach, and in so doing he undertakes to demonstrate to colleagues and students, in addition to the qualities normally expected in the professional teacher-scholar, a positive endorsement of the particular character and aims of the institution which provides his credentials, and a concern for the spiritual as well as the intellectual needs of the students he is privileged to instruct. Every Seventh-day Adventist teacher has the moral right and professional duty to teach his discipline in harmony with the fundamental teachings of the Bible as officially set forth by the Seventh-day Adventist Church. When the faculty member speaks or acts as a private citizen, he is free from institutional restraints. Since he cannot free himself from consequential influence, he will himself exercise the restraints and self-discipline which society expects from a person in his profession, and he will make every reasonable effort to indicate that he speaks as an individual and not for the institution.

The guarantees and the boundaries of academic freedom and tenure are explicit in the contract between the college and the teacher. The former accepts the responsibility for having and publishing an official statement of educational philosophy and objectives, its own policies on tenure and academic freedom, a faculty-approved code of ethics, and a description of the procedures which a faculty member who thinks himself aggrieved may ask to have set in motion to determine the justice of his claims. The applicant for faculty appointment, on his part, accepts the responsibility for informing himself of his obligations as a guardian of the distinctive character of the institution, as one who personally subscribes to its philosophy and objectives.

When agreement has been reached and the terms of the appointment have been detailed in writing, the acceptance of the appointment by the applicant, and his official appointment to the faculty by the trustees on the recommendation of the president, shall constitute a contractual understanding and relationship, equally binding on both parties.

GENERAL POLICIES RELATING TO THE FACULTY AND STAFF

Recruiting

The president of the college is responsible for the recruiting of staff members. The dean, chairman of divisions of instruction, and other members of the faculty may share this responsibility by making available to the president any information they may possess concerning available candidates for the teaching staff, and the business manager may share this responsibility for industrial and service staff candidates.

The selection of a candidate shall be based upon his entire educational qualifications, that is: his education and training, specialization in his field of knowledge, scholarly achievement, teaching and social personality. The last shall take into account his effectiveness as a teacher of spiritual and moral values, and his capacity as a Christian to inspire others to Christian living. Complete data necessary for evaluating these qualifications of a

candidate shall be assembled by the president prior to any serious consideration of the candidate's name by the faculty committee of the board and finally by the board of trustees.

The program of recruiting as set forth in the *General Conference Working Policy* includes:

a. Career brochures in denominational endeavor and other literature needed in the program of guidance and screening in our academies and colleges to be provided under the direction of the Department of Education of the General Conference.
b. Department of elementary education in our college to be made as efficient and attractive as possible in personnel, curriculum, buildings, and equipment.
c. Scholarships to be provided for the pre-service education of young people who give promise of developing into successful teachers and who agree to enter into contractual agreement with the conference giving assistance.

Appointment

It is customary that recommendation for appointment of new members to the teaching staff be initiated by the chairman of the division. He confers with the dean of academic affairs and the president and makes recommendation to the Board. When the chairmanship of a division becomes vacant, the customary procedure is for the dean of the college and the president to confer regarding a suitable candidate. Once a candidate is selected, the president makes recommendation to the Board as in the case of other instructors.

Continuous Teacher Appointment

1. Teachers who have given satisfactory evidence of their loyalty to denominational standards and teachings, who have given satisfactory proof of their ability as teachers, and who are in agreement with the college's prescribed conditions for continuous appointment may be considered for such appointment. It is to be understood that continuous appointment does not constitute an indeterminate contract until the Board takes specific action placing him on continuous appointment.
2. Teachers who have been appointed in the same college for a minimum of five consecutive years, and whose service record is satisfactory may be placed upon continuous appointment by action of the college board.
3. Teachers who have served a minimum of seven consecutive years in one Seventh-day Adventist college may, upon transfer to another college, become eligible for recommendation for continuous appointment in the employing college after one year of service.

Tenure

A teacher who has been appointed in the same institution for five

consecutive years may be placed upon continuous tenure by action of the board of trustees.

Conditions of Employment

1. The terms of appointment (rank, tenure, salary and agreement) are in each case a matter of a written "Statement of Agreement," one copy to be furnished to the appointee, and one to be kept in the permanent file of the Office of the President. The agreement shall not be considered valid until the appointee has acknowledged his acceptance in writing.
2. Unless otherwise specified in the agreement, the time basis of all appointments shall be twelve months, beginning July 1.
3. If the active service of a faculty member is terminated by mutual consent before the end of an academic year, the Board of Trustees (or Executive Committee of the Board) shall make salary adjustments suitable to the particular circumstances under which the service was terminated.
4. The attainment of tenure does not relieve the faculty member of signing the annual "Statement of Agreement," validating his intention of accepting the institution's offer of employment for the ensuing academic year.

Rank

Faculty members shall be classified with the following ranks: Graduate Assistant, Instructor, Assistant Professor, Associate Professor, and Professor.

Academic rank is conferred by vote of the board of trustees. The following minimum standards are recommended:

1. Graduate Assistant: a holder of Bachelor's degree with limited or no teaching experience.
2. Instructor: a holder of Master's degree, a year of graduate study or a minimum of three years' successful teaching experience.
3. Assistant Professor: three years of teaching experience on the college level may be used in lieu of the graduate study and beyond the Master's degree.
4. Associate Professor: a holder of Doctor's degree or equivalent, two years of graduate study and successful teaching experience of several years as assistant professor.
5. Professor: a holder of Doctor's degree, or equivalent, and successful teaching experience as associate professor.

Promotion

Teachers who have given satisfactory evidence of their loyalty to denominational standards and teachings, who have given satisfactory proof

of their ability as teachers and who are in agreement with the college's prescribed conditions for promotion may be considered for such promotion.

Promotion Criteria

1. Membership in appropriate learned societies.
2. Participation in professional meetings.
3. Attendance at professional meetings.
4. Offices held in regional or national professional societies.
5. College service on committees and as an official faculty adviser on curricular activities.
6. Community service (evaluate with discretion):
   a. Public addresses
   b. Special services: art exhibits, workshops, concerts, institutes, dramatic performances, clinical services, and the like
   c. Significant community positions
7. Publications of scholarly character in monograph form or in professional periodicals; publication of textbooks, significant articles in the more widely-read periodicals.
8. Listing of an individual faculty member in one or more of such publications as the following: *Who's Who in America, Directory of American Scholars, American Men of Science, Leaders in Education.*
9. Unpublished research or research activities of a significant nature.
10. Service with or research for a government or other agency.
11. Above all, fulfillment of academic responsibilities (effectiveness in teaching, meeting appointments, reports, professional attitude, etc.)

Termination of Service

A faculty member who thinks himself aggrieved in matters relating to academic freedom or tenure shall make representation to the Dean of Academic Affairs. If he thinks he does not receive redress of his grievance, he may appeal to the president. If he still thinks he has not received a proper settlement of his complaint, he should state this in writing to the president who will then arrange for the full professors to elect a committee of five to hear the faculty member and the president and make recommendations to the Board of Trustees.

If the Board, as advised by the president, does not reappoint a full-time teacher or staff member who does not have continuous appointment, the president shall notify him in keeping with the guidelines as set forth by the American Association of University Professors.

Notice of nonreappointment, or of intention not to recommend reappointment to the governing board, should be given in writing in accordance with the following standards:

1. No later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

2. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
3. At least twelve months before the expiration of an appointment after two or more years in the institution.

A teacher may be separated from the College by the Board for gross neglect of duty or misconduct or for repudiation or defiance of the standards and the teachings of the Seventh-day Adventist Church.

When the president has decided to recommend separation, he shall notify the teacher in writing of the reason(s) and of the basis for the reason(s). After an interval of at least ten days, the teacher shall be given a hearing if he requests it before at least two-thirds of the members of the board before separation can be voted. The teacher may appear with a colleague as counsel, who also shall have the privilege of speaking before the board.

A teacher with continuous appointment who is relieved of his employment with the College for reasons not involving gross neglect of duty or misconduct or repudiation or defiance of the standards and the teachings of the Seventh-day Adventist Church, shall receive full salary and all regular allowances, refunds, etc., for twelve months from the day of notification of separation.

A faculty member may terminate his services by resignation, which should usually become effective at the end of a school term. Notice of resignation should be given in writing prior to the annual spring Board meeting.

A teacher may not engage in remunerative work outside the College except in understanding with and permission from the president and the dean of the school of which the teacher is a member.

Two Methods of Remuneration

It is recognized that there are two approved methods of remuneration of workers, namely:

1. The basic salary plus specific identifiable allowances paid separately, which is designated the "basic salary plan."
2. The basic salary plus an amount to cover the specific allowances, paid in one combined payment (salary and allowances), which is designated the "package plan."

Where the "package plan" of remuneration is used, the combined total of specific allowances as authorized by the *General Conference Working Policy* is designated as "living allowances," for the purpose of brevity.

Where the "package plan" of remuneration is used, a "living allowance" may be granted.

The "living allowance" as used in the "package plan" of remuneration does not ordinarily include assistance on the following items:

Medical expense and medical insurance
Scholarship grants to dependents of workers
Special administrative and executive area travel allowance
Reimbursed travel

"Head of family" is defined to mean a worker with one or more dependents who are members of the immediate family. Dependents who are members of the immediate family are defined as wife or husband and/or unmarried dependent children who are not in regular employment.

In a case where a worker who being "head of family" is left alone at the death of his spouse, the survivor may continue to receive the "head of family" living allowance, if so authorized by the controlling committee.

It is the responsibility of the union conference committee (or General Conference committee for General Conference institutions), to determine:

1. Whether the "package plan" of remuneration is to be used by the denominational organizations under its jurisdiction, and to indicate the specific organization or group of workers to which it may apply.
2. The actual amount of the "living allowance" for organizations authorized to use the "package plan" of remuneration within its territory, and to work out the relationship of the "living allowance" to the salary percentage levels in the various categories, it being understood that the amount of the "living allowance" shall not exceed the maximums set forth.

Medical Expense Assistance —North America

"Workers, including missionaries on furlough or permanently returned to North America, having medical and/or dental and/or optical and/or hearing aid and/or obstetrical expense may be allowed 75 percent of such expense; such allowance to be made only on receipted medical bills for which the worker has actually made payment. Assistance on the purchase of pharmaceuticals, including vitamins, reported on medical allowance sheets shall be allowed only if purchased on a physician's prescription or with a physician's written order in the case of nonprescription number of other identifying marks. Assistance as provided for above may also apply on the expense of medical and orthopedic appliances when prescribed by a qualified physician."

Funeral Allowance Policy

A funeral allowance of $350 may be granted in the case of the death of a worker or his dependent when other provision for such expense has not been made.

Revision of Medical Assistance Policy To Cover "Medicare" Fee Payment

"A beneficiary having medical and/or dental and/or optical and/or hearing aid expense may receive assistance on such expense in an amount

equivalent to three-fourths of such expense. In cases requiring hospitalization this provision applies to temporary hospitalization when ordered by an attending physician. When conditions develop that make it necessary for a beneficiary to be hospitalized over an extended period, arrangements should be made with the Sustentation Committee if assistance is to be requested on the hospital bill. In the United States the Sustentation Fund will pay the Social Security Administration 'Medicare' fee for medical coverage. Medical assistance shall not apply to any of the covered expenses which the member is not required to pay, or for which reimbursement is received, under the Hospital Insurance and/or Medical Insurance programs of 'Medicare.' "

Travel Allowances

Workers away from home on authorized travel may report the following:

1. Cost of hotel and/or motel accommodation.
2. Fixed travel allowance of $6.00 daily, except where a worker is fully entertained, the daily allowance is $1.50.
3. When missionary families are on authorized trips, the daily travel allowance for husband and wife when traveling together is $8.00; for each accompanying child, $1.50; and for each child traveling alone, $3.50.

Workmen's Compensation Insurance

The following is the basis of accident and/or workmen's compensation insurance adjustments to workers who are covered by insurance policies, the premiums on which have been paid by the employing organization.

1. a. In making the adjustment, it is recognized that it is the right of the worker or his beneficiary to receive the full amount of insurance settlement granted by the insurance company covering death or permanent disability.
   b. From those portions of the insurance settlement covering salary and medical expense, the worker shall at the time of insurance settlement first reimburse his employing organization for the money advanced for salary and medical expense during the worker's illness.
   c. Should the amount granted as salary by the insurance company during the period of illness be less than the denominational salary for that same period, the employing organization shall reimburse the worker up to denominational salary for the period during which the employing organization is responsible for the payment of salary.
   d. The portion of medical expenses not covered by the insurance settlement shall be subject to application of the regular medical policy.
   e. Should the worker receive from the insurance settlement for a salary and medical expense more than the employing organization

has advanced for said items, he shall refund to the employing organization only the amount originally advanced by that organization.

f. It is understood that this basis of settlement does not affect any additional insurance policies which the worker carries for which he has paid the premiums.

2. If a worker elects to take additional accident insurance coverage under the policy provided by his employing organization and the worker carries the increased premium expense, the additional benefits of the policy covered by the added premium shall accrue to the benefit of the worker personally.
3. Where the worker and the employing organization may share in the basic premium of an accident insurance policy, the foregoing provisions shall apply but on the same percentage basis as the premium cost is divided, except that death or permanent disability portions of such settlements shall accrue in full to the individual worker or his beneficiary.

Retirement

The board has set up no retirement age. Staff members are subject to retirement when advancing age or failing health indicates an impairment of teaching efficiency. While no compulsory retirement age is fixed, but is determined individually for each staff member by the Board of Trustees, it ordinarily occurs between the ages of sixty-five and seventy, depending upon the general health and efficiency of the staff member. When a staff member reaches the age of sixty-five, generally, he is relieved of any departmental or divisional administrative post which he may hold. It is generally considered that a staff member may elect to retire on sustentation, or the College may recommend him for sustentation at the age of sixty-five, or he may elect or be recommended to sustentation at the age of sixty, and in the case of a man he must also have given thirty-two years of service to the cause. Temporary or permanent retirement may be arranged in case of prolonged illness or other causes. Retirement is provided according to the General Conference Sustentation plan as given in the *Working Policy*. Retired staff members who have been in the continuous employ of the Adventist Church for not less than fifteen years are eligible for benefits under the "Sustentation Plan" officially authorized by the General Conference of Seventh-day Adventists.

The provisions of this plan include retirement allowance for non-academic as well as academic employees, widows, and minor children. No contributions are made by employees to this fund, but the integrity of the plan is assured by payments of percentages of payrolls by all Seventh-day Adventist institutions and organizations.

Sustentation Rates

The family rate of workers eligible for sustentation shall be 24% of the regular 100% salary level for fifteen years of service, and for each year of service from fifteen to forty there shall be added 1.6 of the 100% salary level, making a maximum of 64% of the regular 100% salary level for forty

or more years of service. In the case of applicants who have rendered service in the Hinsdale Sanitarium 0.8% of the 100% salary level shall be deducted for each year of service at the Hinsdale Sanitarium prior to 1932.

In computing sustentation rates on the revised basis no existing rates are to be reduced. (Note: As the 100 percent salary level is adjusted upward in succeeding salary increases, existing minimum sustentation rates will then come within the limits of the revised basis for computing sustentation rates.)

An increase of from 10 to 35 percent to the monthly sustentation rate may be granted to beneficiaries who for a considerable length of time have borne major responsibility in field or institutional leadership, such percentage to be governed by the weight and duration of responsibility carried, and other similar factors. The widow of such a worker shall be entitled to this percentage increase in proportion to the number of years she shared in her husband's service, whether or not he was receiving sustentation at the time of decease. However, the widow shall not receive more than three-fourths of the amount that would have been received were her husband living and on the sustentation fund. Increases may be granted by the Sustentation Committee only upon the recommendation of General, division, or union committees, or managing boards of interunion or General institutions.

Widows of workers shall receive the single rate; widows with one or more dependent children may not receive less than the minimum single rate for 15 years of service plus child allowance.

Holidays, Leaves and Vacations

Offices will be closed, except in cases of emergency, on the following legal holidays: Labor Day, Thanksgiving Day, Christmas Day, New Year's Day, Washington's Birthday, Memorial Day and Independence Day.

Therefore all administrative officers should be on duty in their offices between Quarters. Faculty and staff are expected to be available for duty between Quarters. It would be expected that during this period faculty and staff would be available for committee work and chaperonage. In addition, time could be profitably spent in the preparation of course outlines and reference lists which should be available for students at the beginning of each Quarter.

Denominational workers are entitled to an annual vacation of two weeks under ordinary circumstances. Those who have accumulated fifteen years of full-time service are entitled to an annual vacation of three weeks.

Persons of the secretarial staffs are legally entitled to vacation with pay only after one full year of service has been completed. All such persons are entitled to two weeks vacation for each full year of service. Legal holidays are not included in calculating vacation time.

Vacation leave shall be taken by the employee during the year in which it is accrued and prior to the next recurrence of the anniversary date of his employment.

All College employees should submit their vacation requests in writing prior to the beginning of the Spring Quarter of each year. Faculty, administrators, and residence deans shall submit their requests to the President. Staff employees shall submit their requests to the Business

Manager. Normally, vacations will only be approved during the months of June through August.

Vacations should be arranged at such times as to disrupt the program of the College as little as possible.

All residence deans are entitled to one weekend leave each month. All residence deans should be on duty between Quarters.

Sick Leaves

1. Sick leave is not to be granted to an employee in any instance except in case of serious illness of the employee or his immediate family.
2. Each employee shall be allowed one working day of sick leave for each month worked during the year. (Example—a nine-month employee may earn nine days sick leave a school year; a twelve-month employee may earn twelve days sick leave.)
3. Sick leave is not accumulative from year to year.
4. If an employee resigns or is dismissed, he loses all accumulated sick leave.
5. An employee is eligible for sick leave pay who has been in the employment of the college for a period of twelve (12) months.

In-service Improvement

For the in-service improvement of its faculty members, Oakwood College provides:

1. Leaves for graduate study, or adjusted teaching loads if the study is to be pursued on campus.
2. Payment of membership dues in learned societies for heads of academic departments and such others as the Board may designate.
3. The payment of traveling and other authorized expenses to meetings of professional groups within the limits of Board policies.

The college provides for graduate study for teachers of proven competence in subject areas where advanced degrees will be of benefit to the college. The college follows the plan described in the denominational Working Policy for granting leaves for study and giving financial assistance to the teacher. By Board action a teacher may be authorized to take leave for graduate study with full salary plus tuition or traveling expenses, whichever is greater. Time so employed is counted on the service record of the teacher.

The college sets up an annual budget for teacher travel to professional meetings. While primary emphasis is given to those meetings which are arranged by the educational organizations of the denomination, other national or regional professional meetings in the teacher's field of specialization are not to be neglected.

In-service Training Assistance

1. Teachers shall receive financial assistance during leave-of-absence

attendance at a Seventh-day Adventist college in harmony with the union conference policies.

2. Scholarships may be provided for teachers on leave to advance their education, for teachers attending summer sessions, and for supervisory teachers in college demonstration schools in securing advanced degrees.
3. A college teacher who is recommended by the Board for leave of absence for a period of twelve months for advanced study shall receive as a maximum allowance, for which a written agreement shall be entered into, covering (a) full salary, (b) tuition or travel expenses, whichever is greater, and (c) a monthly rental allowance. The entire amount for a calendar year of authorized study shall be amortized at the rate of 20 percent for each year of service following the leave. Upon completion of each quarter's work, the staff member should turn in to the Business office his tuition card and rental receipts. Allowance for leaves for study longer than one calendar year shall be amortized by proportionately extended periods of service. In case a call is placed before the allowance for leave of absence is amortized, the amount uncared for shall be assumed by the calling institution.
4. Teachers who receive financial aid for advanced training will be required to sign contracts. For each summer or quarter of study the cost of this training will be prorated over a period of one year.
5. A denominational worker is ordinarily not obliged to pay as rent, exclusive of furnishings, heat, gas, light, and water, more than 10% of his salary on the wage scale adopted by the General Conference. Where it is found necessary, denominational organizations may grant employees an allowance to assist in meeting excessive rent expense on the accommodation in counsel with his employing committee.

Calls from One School to Another

In order to avoid friction and the unsettling of workers, those who are seeking for workers shall conscientiously avoid making offers to, or entering into any arrangements whatsoever with, individuals who are employed or who may be under obligation for employment, with reference to their entering any particular line or field of work.

Men in responsible positions shall be free to make inquiry from officers of institutions or organizations employing workers for whose services they are thinking of asking.

Calls for individuals desired may be made in the regular way, as follows:

1. Within a union conference, interchange of laborers between local conferences or institutions shall be made through the union conference.
2. The union conference desiring a worker from a sister union shall request the General Conference or division committee to secure the release of such worker.
3. In no case shall the call be made to the individual, but through

the union and local conference or institution in which he is laboring.

4. It is to be understood that these regulations governing transfers among organizations in no wise preclude the right of the individual worker to make known his desire or burden to arrange a change of field.
5. No institution or conference shall employ a worker until he is properly released from the institution or conference by which he has been employed.
6. An organization placing a call with the General Conference for a teacher or any salaried worker employed in one of our schools after July 1 of each year shall first obtain the consent of the organization employing such worker.

Institutional workers carrying major responsibilities should not be dropped from employment without effort being made to provide for their employment elsewhere or in other lines of work, on the same basis that governs the transfer of all conference workers.

In the case of those who voluntarily withdraw from the organized work, the denomination is under no obligation to return the individual to a former location.

A teacher upon election, or promotion to head of a department, or division or dean in the college in which he is currently employed, cannot be called before the completion of five years of service unless it shall be agreed upon by the college boards involved.

Leave — Periodic

Purpose

Periodic leave is granted for the purpose of scholarly study, research, travel, or other activity of value to the institution and the individual.

Eligibility

A member of the faculty who has served for at least one year as assistant, associate, or full professor, who has taken graduate work beyond the Master's degree, and who has served the institution for not less than six consecutive years, may be eligible to apply for a periodic leave of absence. He is not, however, eligible if during the six-year period he has been granted in-service training assistance, advanced education assistance, or leave of absence for personal reasons.

Extend and Procedure

Periodic leave occurs only during the summer. It is not cumulative. It may be postponed for a further year without loss to the faculty member.

In making a request for a leave, the applicant specifies the time for which leave is requested and the educational project or research or other activity which is to occupy his attention during the leave.

An application for leave is made to the President at least one quarter before the period of leave so as to give ample time to provide a substitute. Board action is required in granting such a request.

Remuneration and Obligation

Ordinarily, a full salary is allowed during the period of leave. At the option of the Board an allowance may be granted to help cover such expense for travel, research, secretarial help, etc., as may be involved in the type of work to be undertaken during the leave.

The applicant agrees to consider himself under obligation to serve the institution for a minimum of one year following the leave. Should he be invited to another institution before completing this one year's service, he will accept only on the condition that the calling institution agrees to reimburse the College for the cost of his periodic leave.

A written report on the activities and research of the individual should be presented to the President's office before the end of September.

IV. RESPONSIBILITIES AND DUTIES OF THE FACULTY

RESPONSIBILITIES AND DUTIES OF THE FACULTY

In Relation to the Board

1. To make legislations in the complete conduct of the college in educational, instructional, social, and religious matters.
2. To formulate standards.
3. To make these legislations in conformity to the board policies as set forth in the recorded action of that body, or, in the absence of such recorded actions, to the board policies as they are interpreted to the faculty by the president.
4. To recommend to the board changes in the working policy.

In Relation to the College

1. To set up and implement the objectives for the entire campus program in harmony with the principles of Christian education as understood by the Seventh-day Adventist denomination.
2. To construct, appraise, and revise curricula in keeping with the general objectives set up for the college.
3. To approve the requirements for departmental majors and minors.
4. To approve policies concerning public affairs sponsored by the college.
5. To approve policies concerning publicity and other public relations.
6. To approve policies concerning recruitment of students.
7. To approve plans for intramural research.
8. To attend all regularly appointed faculty meetings, unless excused by the president.

In Relation to Committees

1. To hear and consider reports from committees or officers on problems of administration or instruction, on the effectiveness of the academic program, and on educational research in general.
2. To appoint such committees as may be requested by the president or by anyone of the staff.

In Relation to the Student

1. To approve policies concerning the admission and registration of students.
2. To approve and enforce policies concerning student standards of conduct.
3. To approve policies concerning the guidance, welfare, and health program for students.
4. To implement the policies of the board concerning the recruitment of students.

In Relation to the Alumni

To approve policies governing alumni organizations and the placement of graduates.

FACULTY COMMITTEES

Standing faculty committees are appointed by the Administration and for the Faculty to interpret and study matters pertaining to the instructional and administrative functions of the college (with the exception of finance), to promote the objectives of the college, and to study the effectiveness of the college program.

Each committee should distribute the official minutes of the committee to all members of the committee, to the president of the college, to the dean of the college, and to the Director of Admissions. Files of all faculty committees are open to staff members in the Office of the Director of Admissions.

The president is an *ex-officio* member of all faculty committees.

AUTHORIZED COMMITTEES

The following faculty and administrative committees have been authorized: Academic Policies, Administrative Council, Admissions, Artist Series, Audio-visual Services, Citizenship, College Center, Deans' Council, English Cooperation, Health and Sanitation, Honors, Hospitality, Lecture Series, Library Services, Orientation, Personnel Recognition, Placement, Public Relations, Publications, Religious Interests, Schedule and Registration, Social Standards, Student Counseling, and Testing.

STANDING COMMITTEES

Academic Policies

The responsibilities and duties of this committee are as follows:

1. To interpret and administer entrance and graduation requirements.
2. To evaluate transfer credits.
3. To interpret and administer current faculty-made rules concerning academic probation, irregular class entrance, and withdrawals.
4. To pass upon the eligibility of candidates for diplomas and degrees, recommending the former directly to the faculty, and recommending the latter to the faculty through the Administrative Council.
5. To make periodic studies, with the dean, of the effectiveness of the instructional program and report the resulting findings to the faculty.
6. To study the curricular needs of the college in terms of its objective and educational philosophy.
7. To recommend new curricular offerings to the faculty for approval.
8. To recommend changes in the curricular offerings.
9. To encourage each year some significant studies on the improvement of instruction in the college and report the findings to the faculty with pertinent recommendations if necessary.

10. To pass upon requests from students concerning the pursual of certain courses and grant exceptions to published regulations.
11. To recommend procedures for deficient students.

Administrative Council

This committee is composed of the President, the Dean of Academic Affairs, the Dean of Student Affairs, the Director of Admissions, and others (administrators, faculty, and students) whom the President may appoint:

1. To serve the president and other administrative officers in an advisory capacity.
2. To initiate plans for improvements in institutional organization, the instructional program, in the plant, and inform the faculty of the same.
3. To serve as a nominating committee to present to the faculty proposed membership lists for faculty committees.
4. To assign responsibilities appropriate to officers or committees.
5. To advise the president as to recommendations to be laid before the Board of Trustees concerning administrative policies.
6. To receive and approve the list of names nominated for student offices.
7. To study the application of adopted board, faculty and staff policies and regulations, and recommend desirable changes.
8. To act on special requests of non-educational nature, as residence, chapel absence, etc.
9. To discuss suggestions from committees and individuals and pass on recommendations to the appropriate body for study and/or action.
10. To study the calendar of events and recommend it to the staff.
11. To grant scholarships, grants-in-aid, and student loans.
12. To set the daily schedule.
13. To pass upon plans for all solicitation and/or caroling in Huntsville.

Admissions

The members of this committee are the President, Dean, Business Manager, Director of Admissions, Dean of Men, Dean of Women, Principal of the Academy, and the Public Relations Secretary.

The responsibilities and duties of this committee are as follows:

1. To consider the applications of prospective students.
2. To recommend changes in the admission system.

Artist Series

This committee shall plan for artist recitals and prepare a calendar for the same.

Audio-visual Services

The responsibilities of this committee are as follows:

1. To encourage the use of audio-visual aids by the teacher.

2. To supervise and recommend to the business manager the purchase of pertinent instructional projectors and other visual aid equipment.
3. To provide a place where visual aid equipment may be kept.
4. To be responsible for the custody and repair of audio-visual equipment.
5. To provide information to the staff of available and desirable audio-visual aids.

Citizenship

The members of this committee are the President, Dean of Academic Affairs, Dean of Student Affairs, Business Manager, Principal, Dean of Men, Deans of Women, and others (administrative and faculty) appointed by the President.

The responsibilities and duties of this committee are as follows:

1. To give general directions in wholesome mental, moral and physical behavior.
2. To support the home deans who are authorized to administer discipline for minor infractions or irregularities.
3. To enlist the help of counselors who have a genuine interest in their counselees and add personal strength in special guidance.
4. To deliberate on serious offenses and endeavor to guide toward an ultimate goal of acceptable self-government.
5. To study the effectiveness of regulations and policies and recommend changes to the faculty when expedient.
6. To bear in mind in every consideration that the college is an educational institution not only in the "domain of the mind but in the realm of the spirit."
7. To regard the proper total development of every student as paramount and legislate to rehabilitate within the limits of his potentialities.

College Center

The Committee on College Center, composed of faculty members and students, shall plan for the operation, development, and expansion of College Center activities.

Deans' Council

It shall be the responsibility of this committee to assist the residence hall deans to maintain in the residence halls a way of life in keeping with the cultural and spiritual objectives of the college.

Its responsibilities are as follows:

1. To develop rules and policies for the residence halls, subject to faculty approval.
2. To assist the deans of the men and women to coordinate their activities so that the interpretation of policies and plans will be as nearly uniform as is consistent with reason.
3. To plan the program of worship and counseling in the residence

halls to duplicate as nearly as possible that in a good Christian home.
4. To prepare and submit to the manager the budget for residence hall expenses and equipment.
5. To aid in selecting student assistant personnel and in providing for maintenance and janitor service.
6. To conduct studies to evaluate the spiritual and social programs in the residence halls, and the effectiveness of the counseling program.
7. To recommend to the faculty the rules and policies to be applied in the administration of the residence halls, as modifications or changes are indicated by the studies referred to in number six.
8. To encourage students to participate in educationally and socially significant types of entertainment.
9. To plan the entertainment, socials, recreational activities at the college, particularly those taking place on Saturday nights.
10. To place lists of ushers in the hands of the faculty members.
11. To provide a continuous program of social education which embraces correct behavior on all occasions and in all places.
12. To arrange public programs that demonstrate individual and group social behavior that is consonant with the principles of Christian courtesy.
13. To emphasize in the social living of the students the distinction between recreation and amusement and to show the nature and benefits of recreation to body and mind and soul.
14. To plan for chaperonage at social functions.
15. To serve as a clearinghouse for faculty and student requests for social activities and privileges.

English Cooperation

This committee is composed of teachers from various departments: Chemistry, History, Secretarial Science, Education, Speech and English, and Music.

The responsibilities and duties of this committee are as follows:

1. To emphasize the fact that every teacher is a teacher of English.
2. To assist the student to use his mother tongue correctly under all circumstances, in all classrooms, and under all conditions outside the classroom.
3. To devise plans and policies for enlisting the interest and cooperation of all faculty members in the improvement of English usage.
4. To give tests to ascertain the students' levels in spelling, reading, writing, and correct usage.
5. To prepare standards which all teachers may use in the "cooperation" program.
6. To use the bulletin board, the college paper, the chapel periods, and other means for illustrating by mottoes, drills, posters, talks, films, etc., to promote the program of "cooperation."

Health and Sanitation

The responsibilities and duties of this committee are as follows:

1. To advise the administration on matters relating to student health, sanitation, and living conditions.
2. To study comprehensively and to recommend to the administration a

detailed list of the facilities which need to be added to the college's equipment for operating such a program as would adequately meet the health needs of the college.
3. To make recommendations concerning the proper functioning of the student health service.
4. To make periodic surveys and reports of the sanitary state of the physical facilities of the school plant.
5. To cooperate with the Public Health authorities through the administration in the evaluation of the sanitary conditions of certain strategic units, e. g., the dairy and cafeteria.

Honors

The responsibilities of this committee are as follows:

1. To recognize high scholastic achievements among students.
2. To arrange for an annual Honors Day ceremony on the second Friday in May.
3. To provide awards and prizes for special academic achievement.
4. To determine those students who shall be nominated for *Who's Who Among Students in American Universities and Colleges.*

Hospitality

This committee shall assist the administration in providing for the comfort of campus guests. It may assist in housing, meal arrangements, transportation, and in any activity that will assist in providing conveniences for those visiting the College.

Lecture Series

This committee shall plan for lectures on campus and prepare a calendar for the same.

Library Services

The librarian is chairman of this committee. The responsibilities and duties of this committee are as follows:

1. To set up, with the manager, the general library budget, and to distribute it equitably to the college departments, in such a manner as to secure the needed growth in all sections of the library and suitable services to all departments.
2. To assist the librarian to develop the library as an instructional and functional instrument, as to books, periodicals, reference materials, documents, and visual aids.
3. To study the effectiveness of library administration policies, advising the librarian as to needed improvements.
4. To approve the library budget prepared by the librarian.
5. To accept or reject any books or other gifts offered to the college.
6. To make plans for fostering a love of reading among the students and the faculty members.

Orientation

The responsibility and duties of this committee are as follows:

1. To arrange the activities of "Orientation" Week along with the Dean of Student Affairs.

2. To plan the periods for the various achievement, aptitude, personality, and placement tests or any other tests that may be given.
3. To select and arrange speakers who will assist the students in getting adjusted to college.
4. To devise all the social activities connected with Orientation Week.

Personnel Recognition

This committee is to plan for the recognition of any member of the faculty or staff who has attained some distinction; to express the condolence of the faculty for any who has had a bereavement or other misfortune, and to send an expression in the case of illness or other detriment affecting the personal life or family of the individual.

Placement

The responsibilities and duties of this committee are as follows:

1. To assist the Dean of Academic Affairs of the college in developing and evaluating the personnel or guidance program in the college.
2. To set up an information center in which is gathered pertinent data concerning the personal history, educational history, health, personality, aptitudes, activities record, this information concerning students to be collected and preserved in cumulative files, one for each student. This file will be under the supervision of the registrar and will be for the use of the faculty members appointed as counselors.
3. To review periodically the campus personnel program to determine its effectiveness, and to initiate improvements, recommending policy changes to the administrative council.
4. To maintain a placement office, which shall be a clearinghouse of information concerning the history and qualifications of graduates or undergraduates, for the convenience of prospective employers and to aid the graduates in finding positions.
5. To serve as a committee of recommendations for preparatory students transferring to professional schools.

Public Relations

The members of this committee are the director of public relations (chairman), and additional members as appointed by the president.

The responsibilities and duties of this committee are as follows:

1. To advise the director of public relations in the development and operation of the college public relations program.
2. To prepare statements for the press concerning the college, its work, or its personnel, subject to approval by the president.
3. To arrange programs or lectures of a promotional nature, or as a public service, in which either students or staff members are participants, subject to approval by the president.

4. To pass upon all proposals for public appearance by staff members or students, in which they will be presented as representative or agents of the college.
5. To foster the program of student recruitment.

Publications

The responsibilities and duties of this committee are as follows:

1. To assist the dean of the college in the preparation of the official college bulletin.
2. To prepare and determine the policy to be followed in the case of other college publications such as the *Acorn* and *Spreading Oak*.
3. To prepare for publication such advertising or publicity items as the Administrative Council may authorize.
4. To prepare other publicity materials that will present the college in a favorable light.

Religious Interests

The responsibilities and duties of this committee are as follows:

1. To care for the spiritual guidance and welfare of the students and staff.
2. To plan special religious activities, such as Weeks of Religious Emphasis, bands, field days for religious activities, special devotional exercises, and to recommend speakers for the Weeks of Religious Emphasis.
3. To coordinate the routine religious work in the college with the instructional program and with the special religious activities.
4. To promote spiritual growth and activity among the students.
5. To encourage and assist the student organizations to integrate their religious activities with the general college program.
6. To be the clearinghouse for all requests of ministerial students to participate in church activities in other places.
7. To submit the action on these requests to the teachers in whose classes the students are enrolled.

Schedule and Registration

The Committee on Schedule and Registration shall prepare for the publication of the quarter schedule of classes for the College and other published materials involving the schedule. It shall be composed of the Chairmen of the Divisions of the College.

Social Standards

The responsibilities and duties of this committee are as follows:

1. To interpret for the campus the social standards of the denomination, and of Christian citizenship in general.
2. To foster cooperative efforts for wholesome group living through faculty-student councils and discussion groups.

3. To hear and pass judgment in cases involving infractions of school or accepted standards of deportment.
4. To promote cultural and courteous conduct in all areas of campus living.
5. To foster habits of dress and deportment that are in keeping with the principles of the denomination.

Student Counseling

The Director of Counseling and Guidance serves as chairman of the committee on student counseling.

The responsibilities and duties of this committee are as follows:

1. To discuss policies to be adopted in the counseling program.
2. To study the needs of the students for individual assistance in the solution of their educational, social, vocational, and personal problems.
3. To report on books and magazine articles pertaining to guidance.
4. To assist in the plans to be carried out during Orientation Week.

Testing

This committee is composed of the members of the Department of Education with the head of the division as its chairman.

The responsibilities and duties of this committee are as follows:

1. To direct the student testing program of the college especially during Orientation Week and at other seasons of the year.
2. To administer or to supervise the administration of all tests of aptitude, proficiency, intelligence, and personality.
3. To recommend changes in types of tests.
4. To interpret these scores for the faculty in general so that better teaching methods may ensue.
5. To keep within its files the scores of these tests.

ORGANIZING AND DISBANDING CLUBS AND ORGANIZATIONS

Procedures for Starting a Club or Organization

Persons properly matriculated or a group desirous of starting a new club or organization should make a written request to the coordinator of student activities. This request should contain:

a. major aims and objectives
b. tentative meeting schedule
c. dues, if any
d. requirements for membership

The coordinator of student activities will then present such a request to the faculty at its next regularly scheduled faculty meeting. Following voted approval, the organization will prepare and submit a constitution.

Procedure for Disbanding a Club or Organization

Clubs may be dissolved by a three-fourths majority vote of the present club members. This request will be channeled through the coordinator of student activities to the faculty. All actions of dissolution must first be approved by the faculty sponsor of the organization or club.

THE STUDENT-FACULTY COUNCIL

The Student-Faculty Council of Oakwood College is established for the purpose of fostering a closer relationship, better understanding, and greater cooperation between the students and the staff, and to stimulate progress at Oakwood College. The Student-Faculty Council is one of the standing committees of the United Student Movement. This Council constitutes a forum for the discussion of problems of common interest to the faculty and students of Oakwood College. It shall meet at least once during each month, and may be called in any emergency by the chairman of the Council. It shall provide for the free exchange of opinion concerning matters affecting the welfare of the college and all persons connected with it. The Student-Faculty Council shall approve all nominations before presentation to the United Student Movement and shall have power to make recommendations to the faculty on matters of policy. Suggestions or problems may be submitted in person or in writing by any member of the United Student Movement to the Student-Faculty Council.

Membership

The membership of the Student-Faculty Council consists of four faculty members appointed by the president of Oakwood College—including the faculty sponsor of the United Student Movement and the Dean of Student Affairs, the president of the United Student Movement, the representative of non-dormitory students, the president of each dormitory, and four other members consisting of two college women and two college men, to be appointed one of each by the faculty and one of each by the vote of the United Student Movement. The Dean of Student Affairs shall call the first meeting as soon as possible after the elections. The chairman and secretary of the Student-Faculty Council are elected by the Council from its members.

Term of Office

The members shall serve for the school year during which they are appointed or elected. The dean of men and the dean of women shall preside over the election of the student representatives for the Student-Faculty Council.

The Function of the Chairman of a Division

The responsibilities and duties are as follows:

In Relation to the Administration

1. To recommend to the Dean of Academic Affairs desirable candidates for position within the division.
2. To recommend to the Dean of Academic Affairs desirable promotions within the division.
3. To recommend to officers of the administration needed repairs and alterations.
4. To assist the administrative staff in the planning of new buildings.
5. To submit to the administration the annual budget for the division including laboratory and teaching supplies and equipment.
6. To submit to the administration all divisional and departmental requests and recommendations.

In Relation to the Division

1. To act as chairman at divisional meetings.
2. To report on developments and progress in his division.
3. To aid in correlating the work of his division with that of other divisions in the college.
4. To counsel and work with the department heads for obtaining better scholarship standards and maintaining a proper relative proportion in course offerings.
5. To encourage all teachers in the division to belong to some learned or professional society.
6. To consider what policies are to be adopted for the superior student.
7. To foster remedial programs for the weaker student in the division.
8. To study the reasons for student mortality and methods of preventing it.
9. To visit and arrange for other divisional members to visit classes within or without the division.
10. To hold meetings with members of the staff for better organization in the division and for self-development of the teachers therein.
11. To see that the objectives of the college are carried out as far as possible in the instruction of the division.
12. To encourage the use and preparation of syllabi among the teachers of the division.
13. To counsel with the department heads and teachers regarding methods of instruction, examinations, and other matters pertaining to the division.
14. To direct the study of the effectiveness of the teaching procedures in the division, the study to be a group activity of the committee.

15. To study the needs and interests of the various departments.
16. To encourage experimentation by the heads of the departments.
17. To give teachers in the division ample time to keep up with professional reading, to attend conventions and meetings, to pursue courses leading to advanced degrees, and to visit other institutions.
18. To be responsible for improvement of instruction in his division through constructive supervision.
19. To maintain a continual awareness of curriculum trends not only in terms of social trends, but also in terms of the needs of the individual student.
20. To recommend new courses and the deletion of undesirable courses in the division.

The Functions of a Department Head

The responsibilities and duties are as follows:

In Relation to the Administration

1. To bring to the administration the material needs of the department as to equipment and facilities.
2. To assist the division chairman and the Dean of Academic Affairs in the supervision of probationary members of the faculty.
3. To initiate recommendations to the division chairman and the Dean of Academic Affairs.
4. To cooperate with the division chairman and the Dean of Academic Affairs in selection of desirable candidates for positions in the department.
5. To initiate recommendations to the division chairman and the Dean of Academic Affairs concerning the academic rank of staff members.
6. To cooperate with the division chairman and the Dean of Academic Affairs in selecting other persons than staff members to be employed in the department.
7. To initiate recommendations to the division chairman and the Dean of Academic Affairs concerning the estimated budget needs of the department.
8. To assist the administrative staff in the planning of new buildings.
9. To recommend to the division chairman and the Dean of Academic Affairs repairs and alterations.
10. To recommend to the division chairman and the Dean of Academic Affairs equipment for new buildings.
11. To bring to the administration the material needs of the department as to equipment and facilities.

In Relation to the Department

1. To approve the offering of a new course or deleting of courses in the department and to recommend this to the divisional chairman and the Dean of Academic Affairs for final approval.
2. To initiate recommendations to the division chairman and the Dean of Academic Affairs for the assignment of faculty members to teach various courses.

3. To initiate recommendations to the division chairman and the Dean of Academic Affairs the courses to be offered each year in the department.
4. To recommend the time schedule for departmental courses.
5. To recommend the purchase of books for the department by the librarian.
6. To requisition departmental supplies.
7. To check shipments received on order.
8. To assist in the formulation and administration of instructional policies.
9. To direct in the formation and administration of the departmental objectives.
10. To assist the staff members in formulating and administering objectives.
11. To direct the study of the effectiveness of the teaching procedures in the department, the study to be a group activity of the committee.
12. To approve syllabi of all courses taught in the department.
13. To serve on committees involving academic policies.
14. To coordinate the educational activities of the members of the departmental staff by meetings for discussion of aims, testing programs, and improvement of instruction.
15. To teach such classes as are deemed advisable in counsel with the division chairman and the Dean of Academic Affairs.
16. To supervise representation of the department in publicity material and at educational meetings.
17. To serve as curator for the educational equipment such as maps, books, apparatus, etc., of the department.
18. To preside as chairman of the committee made up of the staff members of the department.
19. To visit classes in the department.
20. To direct in the interpretation of the general objectives of the college in terms of department activities.
21. To direct in the formation and administration of the departmental objectives.
22. To study the needs and interests of the teachers in his department.
23. To work with the teachers in planning the work of the department.
24. To encourage initiative and originality in teachers.
25. To act not only in the administration of the department, but to act in supervision of the department as well.
26. To expect and leave the teacher to be free in carrying out any responsibility delegated to him.
27. To encourage experimentation by teachers in his department.
28. To prepare budget estimates for his department and properly expend funds allotted to the department.

In Relation to the Student

1. To assist in the formulation of recommendations concerning the requirements for departmental majors and minors.

2. To guide students in the selection of their courses.
3. To give vocational advice to students as members of the counseling service for upper biennium students.
4. To give advice to deficient students.
5. To send letters of encouragement to weak students.
6. To furnish all seniors, not later than early in the first quarter of the student's senior year, in written form an accounting of the standing of the student in terms of what he has already completed, what he needs to complete, an indication of his cumulative standing, and of such other matters as may be pertinent as advisement to the student in respect to requirements for graduation.

THE TEACHER

The responsibilities and duties of the teacher are as follows:

General

To "let the cross of Christ be made the science of all education, the center of all teaching and all study."

In Relation to the Administration

1. To evince a spirit of loyalty to and cooperation with the administration.
2. To give faithful services on any committee and extra-curricular activities that may be assigned to him.
3. To assist in the counseling program.
4. To attend faculty and staff meeting, assembly, vespers, graduation exercises, and such other regularly designated public functions as may be reasonably expected by the college administration.
5. To assist the administrative officers in the interpretation and application of policies and objectives.
6. To assist in the formulation of policies and objectives.
7. To conduct research programs as to the effectiveness of the scholastic program and policies.
8. To make such reports to the administration as are called for from time to time.
9. To notify the registrar concerning changes in class schedules.
10. To conduct all of his activities in harmony with the policies of the General Conference of Seventh-day Adventists.
11. To participate in the annual United Negro College Fund Campaign.

In Relation to the Library

1. To develop liaison between the library staff and the teaching staff.
2. To explain library resources and techniques to his students.

3. To schedule periods when members of the library staff may teach their students library techniques.
4. To aid the improvement of college instruction through the study of library use and thereby determine the effectiveness of the teacher's instructional method (indications of its weakness, of the student's inability to use library tools, and of carelessness in making assignments).
5. To analyze the student's reading interest upon which a library-faculty program can be built to encourage free reading.
6. To ascertain whether the materials he has asked his students to use are in the library and whether they are available in sufficient quantity.
7. To know the books available in the school library within his subject field in its broadest sense.
8. To prepare and encourage his students to use the school library intelligently.
9. To inform the librarian of his needs.
10. To realize the disadvantages and limitations of the reserve shelf in making assignments.
11. To turn in lists for the reserve shelf at least twenty-four hours before the assignment is due.
12. To accept fully the role of the college librarian as a functional member of the instructional staff.

In Relation to His Course

1. To maintain professional efficiency by personal study, progressive schooling, research, and attendance at professional meetings.
2. To prepare syllabi.
3. To adjust the content of his course to the college and to the curriculum.
4. To keep abreast of articles in magazines related to his subject.
5. To define the specific values the students should get from his course.
6. To keep abreast of the best methods of teaching.
7. To apply the objectives of the school to classroom instruction.

In Relation to Health

1. To know the common characteristics of physical and mental health, and of certain departures that require special attention.
2. To assume some responsibility for the successful furtherance of the health education program.
3. To integrate the subject of health with his subject matter.
4. To be on the alert in noting the presence of symptoms of disease.
5. To bring to the attention of the school nurse any observations concerning the health of his students.

In Relation to His Colleagues

1. To integrate the content of his course with the instruction in other areas or to correlate the subject matter in various fields.
2. To maintain a high level of professional ethics.
3. To report to the counseling service pertinent material.

In Relation to the Student

1. To be alert to the learning difficulties of each pupil.
2. To adapt various methods of teaching to various types of minds.
3. To inspire his students to so react to what he is teaching that their faculties of thinking creatively and reasoning analytically will be developed.
4. To devote the best of himself skillfully and wisely to less gifted students.
5. To give confidence so that he may have the confidence of his students.
6. To keep accurate records of class attendance.
7. To foster high ideals and standards of living and a high level of scholarship.
8. To become acquainted with the students in a personal way, and so far as possible, get to know their parents and their backgrounds.
9. To conduct class work in a way to create an appetite for learning, critical ability in evaluation of materials and achievements, and a sense of personal responsibility.
10. To work in class toward definite objectives, against which progress achievement can be periodically checked.
11. To impress the philosophy and objectives of the school upon the minds of his students by integration of the objectives and the subject matter of his courses.
12. To give to his students glimpses of the spiritual significance of the subject taught.
13. To keep, as far as possible, accurate records of all guidance work done.

In Relation to the Community

1. To participate in such community campaigns as United Givers' Fund, Red Cross, Community Chest, Christmas Seals, and any other designed for the uplift of humanity.
2. To participate (whenever possible and when not inimical to his interests) in other community activities.

Miscellaneous

To represent the college in such meetings as may be designated by the president and/or academic dean.

SUPERINTENDENTS OF INDUSTRIAL AND AUXILIARY SERVICES

The auxiliary and industrial superintendents are the following: heads, managers, directors of the school cafeteria, college store, laundry, bakery, dairy, farm, maintenance, and the book store.

The Objectives of the Auxiliary Campus Services

The objectives of the campus industries are threefold: First, to develop the physical side of the student and thus enhance his bodily vigor

and consequently the mind; secondly, to let him ever keep in mind that work, no matter of what type, is noble as long as it is honorable, and thirdly, to enable him when he leaves the campus to have some knowledge of a line of work which may be financially useful to him; and finally, to enable him to stay in school while he dreams of the future when he can go out into the world to serve God and his fellowmen.

Relation of the Auxiliary Services to Instruction

Work with the hand is definitely related to work with the mind. Physical labor invigorates the body while mental exercises vitalize the mental faculties. As the student cuts grass on the campus, or digs into the soil and watches seeds grow, or works in the laundry, he can by the law of association of ideas see in Nature the handiwork of God.

All the other facts of classroom instruction—order, development, the laws of selection, economy, variety, effectiveness, and the like may be applied to his work; and gradually and almost imperceptibly he learns that work with the hands can be a thing of beauty.

Responsibilities and Duties of the Work Supervisors

The responsibilities and duties of the work supervisors are as follows:

1. To select student and non-student employees in counsel with the business manager.
2. To determine the compensation of student and non-student employees in counsel with the business manager.
3. To recommend to the manager the dismissal of any student employee who through insubordination, marked inability to perform assigned duties, negligence, or irregularity is no longer entitled to employment.
4. To counsel with the manager regarding and recommending the purchase of new equipment and the discarding of obsolete equipment.
5. To execute such policies as may be delegated by the manager.
6. To furnish promptly such records and inventories as are required by the accounting department.
7. To define in counsel with the manager the specific duties and responsibilities of foremen and supervisors.
8. To select supplies and requisition them through the purchasing office.
9. To counsel with foremen and supervisors regarding any administrative problems that may arise in the department.
10. To grade the student on the quality of work performed.

DIRECTOR OF FOOD SERVICES

The principal duties of the Director of Food Services are as follows:

1. To plan the work program of the cafeteria, to assign the work to

individual students, and to supervise their conduct and performance while in the service of the cafeteria.

2. To plan for and to supervise the canning of fruits and vegetables for the school year.
3. To supervise the cooking and baking for the school family.
4. To plan the menus for meals and for special functions.
5. To supervise the dining-room at meal time in the matter of seating, serving and the behavior of students.
6. To prepare such inventories and reports of needed repairs and equipment in the Food Service Department as are required by the business manager and to study financial problems related thereto with him.
7. To formulate, in consultation with the administrative officers, policies for the administration of her department in such items as the general work program, the time of serving meals, the coordination of work with study periods, etc.
8. To cooperate with industrial superintendents in discussing wage scales, opportunities for work adjustment of students, and general policies for the transfer of student workers.

V. GENERAL INFORMATION

GENERAL INFORMATION

In order to give information and guidance to members of the faculty and workers, the following policies and practices are given here.

Absence from Class—Faculty

Absence from regularly scheduled class or examination sessions requires specific approval of the department chairman, and the Dean of Academic Affairs. These shall be reviewed each year by the President with the Dean of Academic Affairs and the Divisional Chairman as part of the annual reports.

Faculty members requesting absence authorization bear the responsibility of providing for the class. It is most desirable to have the class taught by the colleague who can best provide continuity. It is unadvisable to leave the class in charge of an undergraduate student.

Absence Explanations

Explanation blanks for class absences due to illnesses or other emergencies are presented to the teacher not later than the second class meeting following the absence and only after having the approval of the dean of men (for men) and the dean of women (for women). These blanks are necessary to authorize the instructor to permit the student to make up tests or other assignments missed because of the absence.

Absences, Repeated

Cases of repeated absences (ordinarily when a student misses two or more class periods in succession) are reported to the dean of men (for men) or to the dean of women (for women). These officers will get in touch with the student's counselor in an effort to solve the problem. If necessary, a report will be made to the Dean of Academic Affairs.

Attendance

Teachers are not to enroll any student in any class until they have received proper class cards for that student. No student is to be permitted to remain in a class unless the instructor has received a class card for him. Class cards for which there is no corresponding class member must be returned to the office of the registrar.

Students absent from any class period for more than ten minutes at the beginning, at the close, or anywhere in the period, are to be marked absent.

Classes are not to be dismissed before the bell.

Absence penalties are doubled two days before, and two days after vacation periods.

Students may be kept out of classes by members of the college staff only in cases of great necessity. In such cases the teachers whose classes the student will miss should be notified at least one day before the absence is to occur. In no cases are students to be kept out on a day when an examination is scheduled.

A student is allowed as many absences from a course as the course has credit hours. These absences do not apply to vacation periods.

Students on the Dean's List may be allowed absence privileges when the reason presented is acceptable to the instructor and the dean.

Audio-visual Service

A large supply of catalogs for Audio-visual Aid films of various kinds is available for perusal in the W. H. Green Memorial Library. Films for classroom use may be ordered through the chairman of the Audio-visual Service, who is in charge of all visual aid materials. Arrangements for the use of projectors should be made three days in advance with the Dean of Academic Affairs.

Bills, Payment of

All bills are to be paid at the accounting office for purchases made for credit in the following departments: store, dairy, bakery, and laundry. An itemized bill will be sent at the end of each month.

Chaperonage

For mixed-group parties, tours, and other activities such as hikes, picnics, riding off the campus, lectures, and concerts, a chaperon should be secured for the group before the request is presented for the activities. Requests should be presented to the Social Activities Committee and the deans of the homes for approval twenty-four hours in advance.

Chaperons chosen must be approved by the dean of women. Good form demands that the chaperon be treated as a guest, and the fare, admission tickets, or other expenses should be borne by the student. Courtesy requires that immediate cheerful response be given to suggestions made by the chaperon in regard to conduct, hour of departure, and other needful suggestions.

The chaperons have the responsibility of being informed of all preliminary arrangements, of making certain that they are definite and explicit, and of meeting the group at the place designated. Chaperons are expected to handle emergencies and deal with irregularities and to return the group at the hour planned.

Class Absence Records

The record of daily class and laboratory attendance is kept by each instructor in each class. Each absence will be expected automatically to reduce the student's grasp of the subject material and proportionately to lower his mark or grade in the course. The responsibility rests with the teacher for keeping a true class attendance record and making out grades in relation thereto.

Three tardinesses are considered one absence.

All teachers are requested to be present and on time at the meetings of the faculty.

Class Accessories and Office Supplies

Requisitions for classroom accessories and office supplies should be submitted (by the chairman of the division) to the Business Office for approval, and there directed to the proper place for the issuing of such, based on provisions for such items in the budget.

Class Attendance and Grade Reports

These reports represent the scholastic achievement of the student in his class according to the judgment of the instructor. The class instructor bears the sole responsibility for the evaluation of each student, and no one else is authorized to alter his marks or credit hours allowed.

Class Changes

If a change of time, room, or instructor is necessary after the schedule has been published, it will be necessary to have the approval of the department chairman, and an appropriate form must be completed and submitted to the Director of Admissions and Records.

Class Tardiness

It is expected that all faculty members will meet their schedule of classes promptly. If circumstances should cause one to be unable to meet a class appointment as scheduled, he should notify his department chairman so that the class will be attended until his arrival.

College Center

The College Center is the "living room" of the campus. In the building are facilities and services of a cafeteria, a bookstore, a students' lounge, a teachers' lounge, meeting rooms, and administrative offices. Additional facilities include student association offices, a ping-pong room, a shuffleboard court, and a snack area.

Requests for rooms, catering service, special dinners, etc., should be submitted to the Office of the Dean of Students at least two weeks in advance.

Commencement

All faculty members are required to attend the baccalaureate and commencement excercises in academic regalia. Caps, gowns, and hoods will be purchased or rented at the College Bookstore.

Committees

Copies of the minutes of all meetings of faculty committees are to be sent to the office of the Director of Admissions and Records.

All faculty committees are asked to have a regular time and place of meeting, and to notify the administration of the time and place.

Debt and Work

Students who owe the school and do not have cash with which to pay their bills are not to decrease their work-load hour programs and are to live up to the terms of their work contract.

Any student who refuses to work or who fails to carry out the terms of his contract will be given one notice of deficiency. On the second notice the student is expected to appear before the Director of Student Financial Aids before continuance in school is permitted.

Deficiencies

Students who earn a grade of "D" in their major or minor fields are to repeat the course unless the instructor sends a written recommendation to the registrar stating that other make-up work will be acceptable.

Students in the college who have "I" or "F" grades standing against them are not to be called away from the homes during the evening study period for any co-curricular activities and may be called for work only in emergencies, in which case the superintendent asking for the student must make a personal request.

Degrees

There shall be two kinds of degrees which may be granted by a vote of the Board of Trustees, namely:

(1) *Degrees in Course*: Degrees in course may be granted to those persons who have completed satisfactorily the courses leading to degrees in the college and have been duly recommended by the faculty of the college for the respective degrees.

(2) *Honorary Degrees*: Honorary degrees may be granted by vote of the Trustees to persons who shall be deemed by them to be worthy of such distinction. Nominations may be made in writing by the faculty to the Board of Trustees who shall vote upon the nominations. Negative votes on the part of one-third of the members of the faculty voting shall be cause for rejection of any candidate. No degree shall be conferred except upon a vote of the Board of Trustees in regular session.

If the candidate is elected, he shall be invited to receive his degree at the commencement next ensuing or at a special convocation provided that he shall attend in person to secure the degree at the time and place set for its conferring.

Emergency Arrangements

In the absence of the President, emergency decisions which cannot await his return shall be the responsibility of the Dean of Academic Affairs; in the event of his absence also, the Dean of Students; in the event of his absence also, the Business Manager.

There are four broad categories of "emergency":

1. Physical plant breakdown with reference to fire, electrical, plumbing or heating failures or the like.
2. Weather developments of which snow, tornado, and the like are illustrations.
3. Student unrest or irregular behavior.
4. National, state, or local disaster of which war, bombing, Presidential assassination, national hysteria or other would be illustrative.
   (1) For *physical plant or mechanical breakdown* the prime responsible area is business. In this instance the chain of authority is:
   Business Manager
   Superintendent of the Physical Plant
   Supervisor of Service Area
   Craftsman
   (2) In *matters of weather or similar development* leading to the possibility of suspension of classes the responsible area of Administration is academic. In this instance the chain of authority is:
   Dean of Academic Affairs
   Dean of Student Affairs
   Business Manager
   (3) On *student unrest or mass irregular behavior*, the line of authority is:
   Dean of Student Affairs
   Dean of Academic Affairs
   College Residence Dean of Men
   Business Manager
   (4) In *matters of national, state, or local disaster*, the Business Manager shall confer with appropriate national, state or local officials in order to advise the President on the participation of the College.

Equipment, Securing

Submit equipment requests to the business office during the first week in February of each year. Equipment purchases are to be voted by the Board.

All teachers are asked to file copies of all quarter examinations to the dean's office, the office of the department head, and the office of the chairman of the division concerned.

On examination days, the teacher may allow individuals to leave after writing the examinations but should caution the student to disturb no one and to leave the halls clear. For quarter examinations, all students are to be kept in the examination room at least *one hour and a half.*

No examinations for which students have to make preparation in addition to regular study time are to be given during weeks of prayer.

The faculty disapproves of meetings of the campus clubs or of functions sponsored by the clubs, on weekends preceding quarter examinations or mid-term examinations.

Faculty Gift Fund

To provide funds for gifts of flowers and cards for the sick and farewell gifts to staff members who permanently leave the institution, a yearly assessment of three dollars ($3.00) is made for each faculty and staff member. Whatever extra amounts are needed for these purposes and for the annual faculty-senior banquet are prorated in June of each year.

Field Trips

Field trips are recognized as a valuable supplement to classroom activities. However, it must also be recognized that, like any useful device, such a practice can be overworked and this seriously interferes with the student's academic success.

A faculty member who contemplates taking students on a field trip should complete the following steps in sequence:

1. Obtain field trip form from his department head or academic dean. When serving as a sponsor to a student club or organization, consult the Dean of Student Affairs.
2. a. When the trip is directly related to instruction in a particular class, secure approval of the department chairman, present written requests for authorization, noting destination, date and hours of departure and return, means of transportation and names of students involved.
   b. When the trip is an activity of a student organization, secure the approval of the Dean of Student Affairs. The sponsor should assure himself of the competence and insurance coverage of all whose cars are used for such trips.
3. If participating students will be absent from other classes, a field trip notice is necessary for each student participant. The faculty sponsor shall see that each student present the form to each of his instructors for initialing and indication of whether the absence would seriously handicap the student in his course.
4. Students leaving the campus or missing classes because of college-sponsored events (choral groups, etc.) will bring similar forms from the sponsoring departments. Any student who has a current average of less than "C" will not be authorized to travel until after a conference with the faculty member concerned.
5. The faculty and staff shall be notified at least one week in advance.

Grades

Grades are due in the Director of Admissions' office not later than noon on the third day after the period and/or the quarter examinations have been administered.

The grading system is as follows: "A," Superior; "B," Above Average; "C," Average; "D," Below Average; "I," Incomplete; "F," Failure; "WP," Withdrawal Passing; "WF," Withdrawal Failing.

In case a student has "Incomplete," the teacher must give on the reverse side of the grade sheet a statement of the specific requirements which the student must meet for the removal of the "Incomplete." In rare

cases, the teacher will be allowed to give the student a grade above "C" if he has received the "Incomplete" because of (1) illness, (2) death, or (3) because of a "real emergency."

The grade "F" is final for the period or quarter in which it is received and should never be changed for another grade.

Grade Reports

The official plan of the admissions office is that grade reports at the end of the quarter be complete and ready for the students and parents ten days after the end of the examination period. In order to achieve this, teachers are required to turn in the complete list of grades for all their classes within three days after the end of the examination period. The delinquency of a single teacher in meeting the deadline is sufficient to undermine this program. During this period when examinations are being scored and reports prepared for the registrar, no other task should take precedence in the teacher's program.

Grading of Work

Periodically. The labor rate will be based on the following vocational traits:

1. Accuracy
2. Attendance
3. Cooperativeness
4. Courtesy
5. Dependability
6. Efficiency
7. Honesty
8. Initiative
9. Intelligence
10. Interest in work
11. Judgment
12. Skill and speed

The student contract reads as follows: "I shall render faithful service until the close of the school year or as long as my employer shall need me. I understand that should I absent myself from work without making proper arrangements with my employer, or be repeatedly tardy, I forfeit my privilege of working in the assigned department."

Gymnasium

The gymnasium should be closed during all regularly scheduled events in the college auditorium.

Health Service

For minor medical care, staff members and their families have the same health privileges as students. This includes such first aid as can be administered by the college nurse, and minor treatments at the medical office during the regular hours, as well as the purchase of medications at reduced prices. For these services a nominal charge is made, as well as for house calls by the college nurse.

Hours—Administrative Offices

The hours during which the Administrative Offices shall be opened are 8:00 a.m. until 5:00 p.m., Monday through Thursday; 8:00 a.m. to 12 noon, Sunday and Friday.

Housing for Students

Single students shall be required to live in the college residence halls unless special permission is given by the Administrative Council, after consultation with the Dean of Student Affairs and the Dean of Academic Affairs. One of the following situations shall govern a student's living in the community: (a) he shall reside in the home of a near relative (parent, grandparent, aunt, uncle, brother, or sister); (b) he shall reside in the home of a faculty or staff member; and (c) he shall reside in an approved home.

Ingathering

Faculty and students should cooperate fully in the promotion of this campaign.

Moving Expense

Moving and traveling expense allowance shall be granted incoming employees to include the following:

1. *Married employee*: Cost of moving household and personal effects by a College-approved carrier, the gross weight not to exceed 9,000 pounds.
   Single employee: Moving allowance shall be negotiated.
2. *Air travel*: Air coach fares for the employee and the dependent members of his family, on a reimbursed basis, from previous location to the College by the most direct route.
   Automobile travel: A mileage allowance of 7 cents per mile and actual motel costs, on a reimbursed basis, for the days en route. A per diem allowance to cover food and incidentals of $8.00 for a family plus $1.25 per child, or $6.00 for a single person, for the days en route. (Note: A day's automobile travel shall be considered to be a minimum of 450 miles.)
3. These allowances shall be amortized at a minimum of $400 per year over a maximum of three years. If the employee terminates before the allowance has been amortized, reimbursement shall be required on a prorated basis not to exceed three years.
4. If the employee is transferring from another denominational organization, an additional allowance of $50 shall be granted.

Off-Campus Program Participation

All proposed off-the-campus participation by students of the college is to be submitted in writing and in triplicate, for approval, two days before the date of leaving. The request should include the following: the date the request is made, the names of the students involved, the destination, the time of leaving the campus and the time of returning, the chaperon (if necessary), the method of transportation (car and name of owner of the car, train, or bus), signatures of the dean of the home first, then of the work supervisor, and finally of the president, and/or dean of the college.

Office and Classroom Assignments

Every effort is made to provide suitable office facilities for all regular teachers. The office assignments are made by the president upon the

recommendation of the college dean. The classroom schedule is prepared by the Director of Admissions. If for any reason a classroom assignment is unsatisfactory, this fact should be reported immediately.

Office Hours

Each faculty member is requested to have stated office hours published on the outer door of his office. Instructors should notify the Academic Dean and each class of these hours when they are available for conferences. It is recommended that instructors allow for a minimum of ten hours a week in their offices for conferences.

Ordering Books

All books are to be ordered through the Book Store. The teacher should be sure that the students will buy the number of books that they order. THERE SHOULD BE NO OVER ORDERS. If a desk copy is desired, indicate such on the order blank to the store.

Ordering Films

All films for recreational purposes should be ordered through the business office on official purchase orders. In this way, prompt payment of all accounts will be assured. This procedure applies to all classroom materials ordered for which there will be a charge.

Outside Employment

It is believed that a full-time faculty member cannot do justice to his duties and responsibilities at the College and simultaneously carry on extensively in other employment. Part-time employment not in excess of six hours a week, while not encouraged, will not be regarded with disfavor. Before such service is undertaken, faculty members should discuss details with the President in order that proper arrangements may be made with the Academic Dean and the appropriate department chairman.

In no case should such arrangements interfere with the person's schedule of classes, committee work, chaperonage, or any other campus event where his assistance may be needed to coordinate the program.

Parties, Picnics, and Breakfasts

A list of guests invited to social functions sponsored by the staff members should be submitted in triplicate to the deans of the residence halls and the president of the college twenty-four hours before the event. These lists should be signed by the chairman of the Social Activities Committee, the deans of the homes, and the president of the college.

Personnel Data

Each teacher is asked to keep a record on individual cards of all personnel work performed for any student whether the student is the

teacher's counselee or not. Reports of any anecdotal material dealing with conduct, health, and the like should be made in writing. (Oral reports are not satisfactory.) Each teacher should give to the student's counselor any pertinent information which will aid in the counseling program.

Program Expenditures

All expenditures of the college funds for programs, on or off the campus, must have the approval of the Business Manager.

Record Books

On the day preceding the registration period, each teacher will procure his record book from the Admissions Office.

Record books should be turned into the Admissions Office with all grade records within forty-eight hours after the graduation exercises.

In the record books should be listed the names of every student in each class, a performance record for each student. At the end of every section in the record book there is a designated place for the daily average, examination grade, and report card or final grade. At the top of each page in the record book, there is space for Distribution. Each teacher should fill in the appropriate spaces at the periods designated. A faithful attendance of each student should be kept in the record book.

Recreation

One evening per week of games or skating is arranged for staff members and their wives at the recreation room.

On the average of once each month during the academic year, the staff meets informally at a social gathering sponsored by the Social Activities Committee.

Religious Obligations: Attendance at Religious Services and Church Membership

As a religious college, Oakwood makes every effort to place spiritual living in its proper place in all activities. In order to achieve this, it expects that all faculty and staff members will cooperate by faithful attendance at the weekend church services and at assembly exercises. A loyal member of the faculty and staff will set a good example to the students in this as well as in other matters. Staff members should hold their membership at the Oakwood College Church.

Reports to the Office of the Dean of Student Affairs

All campus organizations must file typewritten copies of their constitutions in the office of the Dean of Student Affairs; present officers' lists and report changes of officers to the dean; have at least one sponsor who is a bona fide faculty member; and permit the auditing of all accounts by the manager of the college, at the direction of the latter.

Social Gatherings

Sponsors of campus organizations are asked to see that no public announcement of social gatherings of the organizations are made before the Activities Committee has placed the event on the calendar and approved the time.

Solicitation

The solicitation of gifts shall be limited to persons authorized to solicit by the Administrative Council.

Speakers

A college is a forum for the scrutiny and exchange of ideas. Therefore, Oakwood College encourages its faculty and student organizations to invite speakers to the campus. Limitations upon speakers' appearances are warranted only in order to preserve an organized society in which peaceful, democratic means for the discussion and examination of ideas are available.

Speakers from off campus are invited to appear on the campus under a variety of circumstances. The following is not intended to restrict this privilege, but simply to indicate the procedure to be followed under differing circumstances.

Invitations to speakers to appear in regularly scheduled classes should first be cleared with the department chairman who will inform the Dean of Academic Affairs when advisable. It is the responsibility of the instructor to demonstrate that the material to be presented is germane to the content of the course and that the speaker has a legitimate claim to the use of the classroom as a platform.

Invitations to speakers to appear at open meetings shall be approved by the President before they are extended. It is the responsibility of the person or group extending an invitation to a speaker to further check with the Office of the Dean of Student Affairs to assure orderly calendaring.

The speaker must not urge or incite the audience to take action which violates college regulations, federal, state, or local law. It is the responsibility of groups or individuals sponsoring speakers to inform them of these prohibitions.

Speakers, rather than the College, are responsible for the views they express.

Sponsors

The responsibilities and duties of sponsors of student organizations are as follows:

1. To teach the students the principles of parliamentary procedure.
2. To train the students through the activities of the organization to be good leaders as well as followers.
3. To cooperate with other student organizations in promoting the general campus-wide program of the college.

4. To be available for counsel and assistance without impairing the students' ability to think for themselves.
5. To be present at the regular meetings of the organizations.
6. To plan wholesome, constructive activities for and with the members of the organization, and to present an outline of that plan for the year to the office of the Dean of Student Affairs no later than November 1 of each year.
7. To promote better faculty-student relationship by entertaining students if possible in his home.
8. To submit to the administration the time scheduled for meetings.
9. To submit, in quadruplicate, to the Dean of Student Affairs the constitution of the organization. (One copy is for the President, one for the Dean of Academic Affairs, one for the library, and one for the Dean of Student Affairs.)
10. To emphasize in the program of the organization the philosophy and objectives of the college.
11. To meet with the Dean of Student Affairs in concert with all other organizational sponsors at the beginning of the year to discuss the role and function of sponsorship.

Standards of Dress

The Seventh-day Adventist denomination believes that the Bible requires of Christians to clothe themselves modestly and to refrain from expensive, ostentatious dress and adornment. Every effort is made to insure that only good Christian men and women whose belief and practices in this matter are in harmony with this Biblical principle are elected to the faculty and staff. Cooperation in this area is expected from all, including families.

Student Committees

No student committees are to be called to meet during the evening study period unless the students concerned have a "B" average and unless previous arrangements have been made with the Administrative Council.

Student Conduct, Code of

The Code of Student Conduct is compiled by a student-faculty committee so that the student may be educated in the Christian amenities of social living. Thus guided by Christian standards of moderation, modesty, and restraint, the student becomes vigorously alert to the Adventist way of life as far as the field of social relations is concerned.

Subsidy and Expense Report Blanks

Subsidy and expense report forms are obtainable at the Business Office.

Syllabi

Each teacher is required to hand in to the Dean's Office a syllabus for each of his classes. This syllabus follows the "Shankel" plan.

Teacher Travel

Whenever staff members make off-campus trips on College business, authorization should first be secured from the President (or, in his absence, the Dean of Academic Affairs) or the Business Manager in advance of the trip. A clear understanding is necessary regarding the means of transportation and the basis of reimbursement. Detailed information regarding expense allowances may be secured from the Business Manager.

Tithe

Workers should not have to be told to pay, or return, the tithe to the Lord. God expects each one to give Him His own.

Participation in the Week of Sacrifice offering by staff members is heartily recommended by the denomination.

Tuition Discount

Education allowance for workers' children are as follows: 60 percent discount on tuition for boarding students and 30 percent discount on tuition for non-boarding students.

Tuition for Teachers

The free tuition privilege of a staff member is limited to one subject.

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